

GOVERNMENTAL LEADERSHIP, THEORY AND EMPIRICAL

Yuswandi A. Temenggung

ABSTRACT

Governmental leadership it's comes from yourself, a person can not be forced to become a leader if there is no strong desire within him to become a leader. Being a leader is not easy, a lot of processes that must be passed, a lot of things to be prepared, and a lot of work to be done. Successful leader must be able to change bad conditions into good condition. Therefore, should be done by a leader, namely: change himself while changing the surrounding environment. The effects of government leadership was first felt by the leader himself, then felt by the environment. Assess the success or failure of one's leadership is also determined by environmental factors. The level of leadership is different, the higher the person's leadership greater responsibility. Togetherness is important, to know that something needs together. If you make changes, those changes can be accepted by all parties.

Keywords: Leadership, leader of yourself

1. Leadership Theory

Leadership in the organization is one of the factors determining the success of the organization. There are four (4) important in understanding the perspective of leadership in the organization, namely:

1. Include a concept of thinking about the dynamics of leadership functions;
2. The leadership functions to help managers gain insight into their own management style;
3. The leadership functions to help managers to understand the situation and reactions of people he leads; and
4. Demonstrates the importance of a particular leadership style to address and anticipate situations and reactions of people he leads.

Terms of becoming a leader is not limited only to the hard work, confidence, good communication skills and awareness of your own strengths, but someone who acts as a leader must meet the requirements of the optimal physical, mental, intellectual and social. Terms of optimal physical appear not only to attract the sympathy and trust, but at the same time to provide exemplary. Optimal mental requirements are necessary to demonstrate the quality of mental attitude which correspond to the position and scope of roles and responsibilities. Optimal intellectual requirements required to show optimal leadership capabilities and performance. Optimal Sosial requirements are also required to develop effective

communication and to improve and expand social capital and social networks.

Speak fluency, ability to solve problems, the views into a group problem, flexibility, intelligence; willing to accept responsibility, social skills and self and environments awareness can only be built if a leader realizes the importance of having an optimal quality mental attitude, intellectual capacity and capability. Optimizing the quality of mental attitude, intellectual capacity and social leadership capability can only be achieved if leaders humbly always willing to learn and listen and pay attention to the situation and condition of dynamic leadership. The concept of leadership in the administration of the organization and management is very important, and the direction deciding factor of the organization.

There is one thing that will determine the effectiveness of personal leadership that is how it affects the people they lead. The strength or weakness of this effect depends on the intellectual capacity, mental attitude and the quality of its social capabilities. Leadership can be defined as a process of social interaction between the figure who acted as leaders who can influence others who serves as party led to do something in order to achieve certain goals. Leadership is a concept of an idea that integrating all aspects of communication interactions between individual leaders with followers to achieve a common vision and mission both individual and organization goals.

Leadership is a concept of an idea that integrating all interaction aspects between the leader and led to achieve a common goal both

individual and organization goals. This suggests that in the communication to build up a constructive social interaction process between leaders and led into a very important issue. How to build up a strong influence to motivate, organize, mobilize and directed that people with a clear understanding and attitude would be regulated, driven and directed. This influence is of course not only determined one's position and power; but more than determined also by the ability to undertake social interaction. It is thus the ability to influence others is the key to success in the lead.

In This *human relations* actualization Context, a leader needs to master the transactional analysis approach at the time of communication to determine the mental position of those who communicate with him. Instead, leaders are also required to place a mental position appropriately in the face of those who they lead. Thus, *human relations* or *human motivation* can be done communicatively and effectively, both he is a formal or informal leaders. A striking difference between formal and no formal leadership is that the formal leadership in its implementation always have to be on top of the foundations or formal rules so that its power is somewhat limited in scope. Formal leadership clearly needs a certain ability to mobilize the entire resources of the organization in a particular direction.

It is true that there is a difference between leaders and managers. Without a formal position someone can be a good leader; but that does not mean he is a manager. The manager is the formal position that is attached to a person in a formal organization. Leaders and managers are very different people. They differ in motivation, personal history, way of thinking and acting. Managers tend to be impersonal; if its attitude is not passive it is goal-oriented, while being the leader is being personal, active, goal-oriented attitude. Managers tend to view work as a process that involves people and ideas to define strategies and make decisions. The manager prefers to work with people. Leaders more have attention to the ideas that connect with people in a way that is more intuitive and empathetic.

The first approach assumes about certain personality and talents of a person, either as a

congenital birth or as a result of his own experience, which then formed a leadership capacity. This approach gave birth to the theory of *the Great Mean* or *the Event Making Man* who focused only on the study of subjective factors inherent in the existence of a leader's personality and appearance.

The second approach emphasizes on the environmental situation, which lasted interaction of social, political, economic and culture, as a determinant factor for the birth of a leader. This approach assumes that a leader is born as a product of the environmental situation, which incidentally bring together two phenomena: the quality of one's personality and the demands of a situation that requires a leader with the same quality. Approach that gave birth to the theory of *the eventful Man* is not deny the importance of personality factors. Factors that's just shifted from the position of the determinant be contributive, because that becomes the determinant factor is the environment interactional situation that was.

Based on the opinions described above are obtained a concept of understanding that the essence of leadership is as follows:

1. The leader is a person or it could be a group of people (leaders) who because of formal or informal recognition positioned and role to influence, motivate, organize, direct, monitor and control the attitude and behavior of the followers or those who are led, in order to consciously those people do certain things in order to achieve certain goals through a process of cooperation. Therefore, a leader is required to have more capability and capacity from the people who being led.
2. The leadership is a concept and process of social interaction between one or more persons who contribute to influence with a group of people who are affected, takes place in certain social situations, and establish influence each other until it's formed a series of togetherness and cooperation according to each position and duties.

Leadership, as one of the organization factors that determines success, now growing in line with the development of the organization in addressing organization's strategic environment

demands. The leadership patterns also need to be aligned with the organizational patterns. That is, a concept of leadership can be said to be appropriate for an organization, when the prevailing pattern of leadership in an organization is in accordance with the pattern and characteristics of the organization. Why is that? It's because essentially leadership applies to achieve organizational goals. Quite relevant for addressing the changes of situation and the development of society which are increasingly critical to the existence of an organization, especially the organization of public service providers such as that implemented by the Local Government working units bureaucracy.

Today's rapid advancement of technology, especially information technology, to make this world seemed increasingly narrow. What happens in one country, with the advancement of information technology, these events easily and quickly inform to other countries. Likewise, what is happening in an area or region, also easily and quickly inform to others area or region. With this reality, like it or not, the pattern of leadership needs to be directed also to address, overcome and anticipate the impacts arising from the changes information that affecting organizational performance, particularly the performance of the organization relating to the public interest. Thus the concept of leadership is consciously or unconsciously underwent a re-actualization process, to keep it actual in the dynamic situation of the organization.

The question that arises is how the leadership that is needed for any organization to *survive* in addressing overcomes and anticipating the organization's strategic environment demands. Forms of leadership that seems perfect for a bureaucracy that is adhered to a "*de-jobbed*", such as, for example, jobs that are distributed into parts of the administration offices, distributed into various development activities, community development and public services; and distributed into other activities related to the implementation of the functions and tasks of the working units bureaucracy. The term leader as a servant may be less proper. The proper term is a leader who serves. A leader who serves is leader who is humble and appreciates who their lead. Thus who they led

will be motivated to carry out its duties and functions.

Based on the fact that any bureaucratic officials may not circumvent the demands and challenges of governance that developed in the future, then by itself, every bureaucrat becomes an important element in the implementation of a government system. True leadership unites all people with diverse backgrounds and interests in ways that provide a fair and equal opportunity to contribute the best results, achieving personal goals, and realize their full potential. Thus the true leadership not only respect every individual but it also gives actual challenges to every individuals to actualize their self potential. Furthermore, leadership can be defined as a process of social interaction between the figures of a leader who is able to give effect to those he leads to do something to achieve certain goals. A good leader has the characteristics of a noble (professional, trustworthy and polite), characterize (disciplined, creative and innovative and qualified (able and willing to work hard, move fast, act properly and complete), physically health (attractive) and spiritual (religious) as well as having a social capabilities and have the main function is to protect and serve the people they lead to achieve a common goal.

2. Governmental Leadership Theory

Efforts towards finding government leadership paradigm, among others, performed by Glenn D. Paige, Masters in Political Leadership and Political Nonviolence in the Department of Political Science, Hawaii University. The Master, tried to introduce a scientific approach by showing the six main things that need to be researched in the study of leadership, namely:

1. Personality (*personality*);
2. The role (*role*);
3. The organization (*organization*);
4. The task (*task*),
5. Values (*values*), and
6. Environment (*setting*).

Personality refers to the importance of leader integrity and capacity, Role referring to the importance of leader exemplary and responsibilities, the organization refers to the importance of the authorities effectiveness in

carrying out the functions of position, the task refers to the importance of performance in the duties execution, the values refer to the principles of *good governance*. While the environment refers to the importance of environmental resources and the organization of public participation in the views of a leader. To better understand the concept of Paige, described by Rashid (2000: 101) understanding as follows:

1. *Personality*. Because the leader is a certain person, then the assessment of individual capacity is not inevitable, if not the most important. Personality should be understood as a whole of characteristics that describe someone's identity. Furthermore, knowledge of the characteristics of the leader needs to be seen similarities and differences with the characteristics possessed by others. But this is not the most important. The focus of the personality study should primarily be focused on the contributions given by the personality factors on the appearance and behavior of a person's leadership.
2. *Role*. A person can be recognized as a leader because of its ability to bring certain roles that expected by the other party. Thus, the role regard to series of hope from the followers on the a leader behavior, regardless of the personality nature he has. If hope is internalized by the leader as something that he must make it happen, then he will determine what role will he show in his leadership.
3. *Organization*. Modern life is inseparable from organizational factors. It concerns interactions system that is interpersonal, either directly or indirectly, through which a person associated with the community. Here, the leaders studied as an object of study should be placed in the organizational context in which the interaction with who his lead progress.
4. *Task*. It deals with the appreciation of a leader on what task he felt called to bear. It will be seen through what decisions should be made, what

problems to be solved, and what actions should be taken.

5. *Values*. Their ideals about what kind of relationship want built by a leader, and what ways are used to achieve it, will reflect the values that underlie the behavior of the leader's to stand.
6. *Setting*. It includes the characteristics of the physical environment, technological, economic and socio-cultural that influence on the person's leadership.

Leadership that takes place in governance is a leadership model that can be identified with *traits theories of leadership* approach. "Do the leaders in local governance has the traits as revealed by figures such as Margeret Thatcher, Ronald Regan, Nelson Mandela, Ted Tuner, or Colin Powell?" The answer to a question like this would return refers to the commitment, capacity and integrity of the leaders itself. Not all leaders are managers, and not all managers are leaders. Just because an organization provides its managers specific formal rights do not guarantee that they will be able to lead effectively. Concept to criticize the leadership patterns within the bureaucracy, it will be identified a number of leadership issues that characterized the bureaucracy leadership weakness in Indonesia. The problem is partly due to the placement of officials in the structural position of the bureaucracy is determined more by formal rules and influenced by top leader "like or dislike". Because of that the implementation of the job function can only be done by people who are incompetent and unable to develop a pattern of effective leadership. So, not all bureaucrat officials that occupy governmental structural positions has the effective leadership capacity and integrity in carry out the functions of government. Therefore, an official of the bureaucracy may be called the "head" that occupy structural positions of the bureaucracy; but those officials are not necessarily capable of being a leader.

3. Leadership Theory Development

The leadership theory development by Hersey et al. (1996) and Byrman (1992) quoted in Thompson (2008: 353) states that,

"Leadership Theory can be explored through three approaches: the characteristic approach (*trait*), attitude approach (*behavioral*) and approach the situation (*situational*)". Furthermore, "leadership theory based on characteristic approach (traits), starting from *The Great Man* leadership theory developed by Carlyle in the year 1741-1907" (Berkelaar, 2009: 255). This theory looked at the leader as a person who was very great (*great man*) because it has a *unique hereditary characteristics and abilities*, where Leaders have high quality (*superior*) of the followers, and the other advantages from the aspects of *intelligence, scholarship, dependability in exercising responsibility, activity, social participation and socio economic status*.

Leadership attitudes theories (behavioral) were familiar with study of Ohio State and Michigan from the years 1945 to 1960 with the development of *Managerial Grid*. The study examined the differences between leaders as structure initiators (*initiating structure*) and consideration (*consideration*). Leaders with the structures initiator organized and established relationships within a group by forming channels and communication patterns well defined and show how completion of the work. Where this leader type likely to be more concerned with the organization's goals than the interests of subordinates, controlling, determining the pattern of organization, communication patterns, role structural in the achievement of organizational goals and implementation direction. While the *consideration* leader shows the relationship of friendship, mutual trust, mutual respect and trust between leaders and followers. Leadership behaviors *initiating structure* and *consideration* are not mutually exclusive, in the sense that the behavior does not affect the implementation of other behaviors. So a leader *initiating structure* behavior can also have *consideration* behavior at the same or different levels.

Leadership theories with the situation approach were focusing on the observed behavior and the behavior of group members in various situations. *Situational leadership theory* was developed by Paul Hersey and Ken Blanchard in the late 1970s and early 1980s.

New century leadership theory are

known as transformational leadership. Bryman (1992) in Northouse (2007: 175) states;

Transformational leadership is part of the "New Leadership" paradigm which emphasizes the aspect of charisma and emotional leadership ". Bass and Riggio (2006), describes the type of leadership that has become very popular because it insists on internal motivation, maturity and his following development. Transformational leadership type in accordance with the needs of the group at this time, because it not only meets the needs of the working group who want to be inspired, but also because the transformational leadership emphasizes the followers empowerment in order to succeed in uncertainty times.

Furthermore, Dvir, Edin, Avolio and Samir (2002) state that, "transformational leadership not only increase empowerment, but also increases his follower's motivation and morality". Transformational leadership motivates followers to do more than its expected, according to Bas (1985) include; (A) increase the levels of followers or awareness of the importance and value of most ideal appropriate target; (B) gaining followers transcend their own interests for the sake of their team or organization; and (c) the movement of followers to meet a higher level needs. While Berkelaar et al. (2009: 20) states that, "Translations of the leadership theories that generally developed from Western countries differ in definition, concepts, and their underlying assumptions, including the background of the leadership theory formation at the level of individuals, groups, organizations and cultural environments" .

The opinions above, acquired a concept of understanding that the essence of leadership is as follows: *First*, a leader is a person or it could be a group of people (leaders) who because of formal recognition or informal recognition have a position and a role to influence, motivate, organize, direct, monitor and controls the attitude and behavior of the followers or the people they lead, for those peoples consciously doing certain things in order to achieve certain goals through a process

of cooperation. Therefore, a leader is required to have the capacity and capability over people who they led; Secondly, leadership is a concept and process of social interaction between one or more that have a role to affect with a group or a lot of people who are affected, takes place in certain social situations, and establish each other influences until the formation of togetherness and cooperation series according to each position and duties.

4. Leadership and Power

Power can also be defined as a potential effect of a leader. Power often used takes turn with the terms of influence and authority. Northouse (2007: 3) asserts that, "leadership function to affect, how leaders influence followers, its ability to influence is the central leadership, without this ability, the leadership will not exist".

Meanwhile, According to Robbins (2004; 366) Power can be used by a leader to influence followers. The success of a leader is contingent upon how to use power in a subtle way, carefully, minimizing differences in status and avoid threats to followers self-esteem. Northouse (2007: 7), divides the two kinds of power, namely the position and personal. Leaders can use those two sources of power to achieve goals effectively. The success of a leader depends on how the use of power. The effective leader may be able to use power in a subtle way, carefully, to minimize the difference in status and avoid threats to follower's self-esteem. Influence as the core of leadership is the ability of a person to change attitudes, people or groups behavior with specific ways. An effective leader must not only have the power, but it should also examine the processes affecting the reciprocal that occurs between the leader and the led.

The theory man have identified a variety of different affect tactics such as rational persuasion, inspirational request, exchange, pressure, personal requests, lick, consultation, coalition and validate tactics. Selection of affects tactics that will be used by a leader in trying to influence his followers depend on several aspects of certain situations. In general, leaders are more likely to use affect tactics that socially acceptable, *feasible*, would allow

effective for a particular target, allowing not require much time, effort or expense. The effectiveness of each tactic in influencing followers among others; depending on the skills of leaders, as well as the position and type of that leader *personal power*.

Leadership and *coercion* or intimidation are not the same, according to Northouse (2007), *coercion* involving threats and punishment to change followers to do what is desired by the leader. *Coercion* is not in line with the leadership, because *coercion* does not emphasize cooperation from the followers to achieve a common goal.

5. Leadership and Management

Leadership and management are two different concepts, but overlapping. Management usually focused on planning, organize, hire and control activities. Leadership is more emphasis on the process of influencing followers. Management pays more attention to create order and stability, leadership is more emphasis on adaptation and constructive changes. Managers and leaders are two different types of people; the manager is more reactive and less emotionally involving, where the leader is a person who is more proactive and more emotionally involved. The linkage between leaders and managers is how they affect a group of people or individuals to achieve goals (Northouse, 2007).

According to John P. Kotter, in his article titled "*What Leaders Really Do*" in the Harvard Business Review in December 2001, there are three (3) things that underlie the differences between management and leadership, as presented in Table 2.4 above on the Functions of Management and Leadership. The difference between a leader and a manager figure also described by Robbins (2004: 346) that, "Leaders and managers are two different types of people, the motivation, life history and how they think. Managers tend to be impersonal and passive, while the leader is more personal and active to achieve the objectives and working with high risk. "*Management* related to planning and budget, while the leadership associated with giving direction. Management related to organizing and staffing, while the leadership associated with aligning people. Last

management presenting control and problem solving, while the leadership presenting motivation.

6. Role of Leaders

Wirjana and Supardo (2005: 10), wrote in the perspective of the duties and functions, the role of the leader:

"Leaders who recognize that all people have the potential to grow and act to develop the potential of people, who apply the principles of solidarity and subsidiary, which is to love each others in a positive way, have high accountability, make leadership function as serving as well as willing and able to continue learning so that he became the leader of his own before leading others, then by itself would merit and recognized as a role model. It is easy to understand because it led both groups, members of the organization, or the community always observe, see, understand and feel what is done by the leader, and experience the consequences of the decisions that affect their lives. "

The role of a leader, not only has the ability to lead itself, but also has the ability to motivate, guide followers to be able to use their potential and act as role models for them. In line with Winarja and Supardo (2005), Suradinata (1998), explains that, "the leader's role is inseparable from the leadership process including the role of communication, motivator, work disciplined, improve productivity and decision-making strategies". While Robbins (2004), said that, "effective leaders, basing their leadership with three foundations namely; integrity, servant hearts, and want to be good stewards (*stewardship*). These three things are necessary for the growth of the organization and enable the formation of good and productive team".

Based on the proposed three leadership behaviors, task-oriented leadership behaviors are a leadership behaviors that can be developed among the bureaucratic apparatus. "The development of task-oriented leadership behavior becomes important when the task is correlated with the public interest" (Yulk, 2002: 65). bureaucracy leadership, on the other hand, is much encountered in many government

regulation because it uses hierarchies system. Bureaucratic leader is leadership based on text book primarily related to hierarchy (Yeo, 2006 p.65) .Yeo (2006) notes, the bureaucracy leaders provide less flexibility and little to negotiate.

7. Governmental Leadership

Pamudji (1985: 60) says that "governmental leadership related to the term lead and rule", which leadership means the ability to mobilize, directing and influencing followers to do something voluntarily. While the Government, which also means ruling "must be run by command from outside", then Pamudji (1985) explains that in terms of governmental leadership is contain the element of power, which can be used to rule, require even force others to carry out the will of the government but should be based on a sense of awareness of the obligations to those who govern. This means that in the reign based on a humane approach, so that followers can be moved freely in line with their expectations, desires, aspirations and needs.

While Wasistiono (2013: 54), says that; "The governmental leadership is a concept of leadership that is universal, but has special characteristics which lies in the essence of government activities in the legitimate power or authority". Furthermore Wasistiono (2013: 55) defines governmental leadership as "a process and ability based on the authority of a person to move another person or group to achieve government predetermined goals and objectives". Government leadership Digest, according Wasistiono (2013: 55) is;

The first leadership is the authority; *The second* leadership is a creative and directive process; *The third* leadership is the influence of two or more in an organization and / or the wider community; *The fourth* is the authority, process and influence are geared for people or groups who are affected can work to achieve the goal of government organizations more effectively.

Based on such understanding, then the leadership of the government can be either in the form or style of leadership that is universal, but limited to the government characteristics,

vision and mission. Basically the government leadership is universal, so the concept of leadership in general and business, selectively and constructively can be adopted or modified to be used as a type of leadership in the non-business world, so getting accommodative leadership .

Koehler and Pankowski (1997), wrote that the type of transformational leadership, is one form of leadership styles that can be adopted within the governmental leadership, because of the same essence in the definition of the governmental leadership as described by Pamudji (1985) before that, in the governmental leadership, must be based on humane approach, so that followers can carry out orders with voluntary, in line with expectations, desires, needs and aspirations of followers. Burns (1978) asserts that this type of transformational leadership is very attentive to the follower's needs and motivation and morale, and it always helps to achieve optimal follower's potential. Transformational leadership is a leader who inspires change and empowers followers to achieve something higher, by improving the ability of followers, through the process in the organization. This process causes the follower accepts full responsibility for the tasks assigned to them.

In line with the above opinion, universally, Northouse (2007) wrote three (3) variables of leadership; *the first* is the approach from the standpoint of a leader, an example is the trait, skill, and style approach. *The second type* approach focuses on the perspective of followers and the situational context. Examples of this approach is the situational leadership approach, contingency theory, and purpose path theory (*path-goal theory*) .This three types theories of leadership focus on the interaction between leaders and followers, for example, is a leader-member exchange (*Leader-member exchange / LMX*) theory, the theory of transactional and transformational leadership.

Situational leadership theory assumes that some employees need to get more referrals, while others just need to be motivated, show that there is no one best way to affect all employees (Kouzes, 2003). Individuals or groups of employees have a variety of different levels of readiness, and the type of situational

leadership must accommodate various skill levels of employees. This kind of leadership is often found in government, where the staff often needs direction more than the top-level employees who usually need support. Situational leadership style can be classified into four categories;

- 1) high directive and supportive behavior called low directorial style, that implying leaders more focus on communication and achievement of objectives and less on relationship behavior;
- 2) High directive style, known as a *coaching* approach, which implies that leaders focus on "achieving its objectives and fulfill the social-emotional needs of subordinates" (Northouse, 2007: 93). The leader however, is still makes the final decision on what the objectives to be achieved and how to achieve it (Northouse, 2007).
- 3) Low directive leadership style and supporting high approach , which implies that a leader does not " exclusively focus on purpose but using behaviors that support so the employees skills can be used to complete the task" (Northouse, 2007: 93). "Support" in this context includes listening, praise, ask for input, and provide feedback. Leaders with this type delegate responsibilities to subordinates, but also willing to provide problem-solving (Goodson, McGee & Cashman 1989);
- 4) Directive Style and lower support called delegating approach. These leaders "offer little feedback and social support, facilitate the employees' trust and motivate in reference to the task" (Northouse, 2007: 94).

Transactional leadership, focus on the exchange of value terms to advance the leaders and follower's agenda / interests rather than individual development (Northouse, 2007: 185). This kind of leadership prevalent because it consists of a basic understanding of "exchange relationship" (Micha & Eliav 1994: 6) .It is also found in government, in which the sale or punishment often meted out in response to the work done either good or bad. Northouse (2007 : 175) says, that the kind of leadership that is quite popular is the kind of transformational leadership, this leadership not only meets the needs of work groups that want to be inspired,

but also because the transformational leadership focuses on empowering their followers to succeed in uncertainty times. Furthermore, according to Dvir, Edin, Avolio & Samir (2002) transformational leadership not only empowers the followers, but also improve followers motivation and morality. Transformational leaders exhibit charismatic behaviors, motivational inspirational, providing intellectual stimulation, and treated followers with individual's consideration. Behavior like change the followers to achieve their full potential and produce the highest levels of performance (Bass & Avolio, 1990).

Bass and Avolio (1995) say that the best leadership is a combination of transformational and transactional leadership because transformational leadership is effective but not excessive for transactional leadership. Furthermore, Bass and Avolio suggested that organizations should lead to transformational leadership qualities while maintaining the quality of transactional effective basis (1995). Transformational leadership became very popular in recent years because it shows the visionary components with the ability to change the pattern of organizational culture (Bolman and Deal, 1998).

According to Humphrey (2001), transformational leaders are more effective than transactional leaders in their support for the adoption of new technology. Transformational leadership is also improving organizational performance because transformational leader has charisma, provide inspirational motivation, intellectual stimulation and individualized consideration. This leadership behavior is to empower, motivate and encourage employees to achieve more than expected, which in turn improves the performance of the organization (Dvir, Edin, Avolio & Samir, 2002). From the opinion of Pamudji (1989), Wasistiono (2013) and Koehler and Panskowski (1997: 16), Burns (1978), as well as Northouse (2007), then the concept of transformational leadership can be adopted as a type or style of governmental leadership.

8. Governmental Leadership Empirical fact

John C. Maxwell said, "*Leaders must be close enough to relate to others, but for*

enough ahead to motivate them". A leader should be pretty close to the people they lead, but just far enough ahead to motivate them. Leadership comes from us; a person can not be forced to become a leader if there is no strong desire within him to become a leader. Being a leader is not easy, a lot of processes that must be passed, a lot of things to be prepared, and a lot of work to be done.

Successful leader must be able to change the conditions were not good to be good. Therefore, that should be done by a leader, namely: change their self while changing the surrounding environment. The effect of leadership was first felt by the leader himself, and then felt by the environment. Assess success or not of one's leadership is also determined by environmental factors. The level of leadership is different, the higher the person's leadership the greater responsibility. Togetherness is important, to know that something together needs. If you want to reform, make a change, the change can be accepted by all parties.

So what should be done by a leader to be accepted by his followers? To be accepted by all, it should be clear to all, so that all can participate, *Style* should be opened, proved that the thought in leadership that's something fixing of a condition. But if people don't want to encourage being better, there must be other therapies. Securing swing voters because they are considered potential to be invited towards positive direction, it is passable with a different degree. Then the time will determine that they will come, and we have to check it out.

Although he had the support of many people, a leader should not be complacent. The leader must be able to test the concept that offers to him and should be able to work with good professionalism. If it is not done, sooner or later each of his followers will not care what the leaders say. If the leader is not a professional, do not have the capacity, followers come out of necessity.

Leadership in a gender perspective, its size can not be seen from the gender, but its capacity. Women as leaders can say fortunate as to look so hard. So if there are women with great leadership, not talk in a gender perspective, management claims to be the

intellect irrespective of gender. Women and men can not be mutually released, that most importantly back to the women themselves although affirmative consideration needs to be prioritized. Leader character is different, there are leaders who spoke with the concept, there are leader spoke with the coordination, depending the leader or someone put on it. Gender should not be an obstacle to the leadership recruitment process.

Governmental leadership in the empirical facts is not easy. Government has a strategic role and become the pivot of government, each directorate, bureau; section or unit should be able to carry out their respective roles very well. Governmental leadership must have an open leader type. Leaders with openness can get kindness, how to discuss something, it could be that leaders think is correct; the leader must accept the truth. Searching for the truth in Government al Leadership is necessity. If the truth is obtained, usually in work formulated a setting norms, follow the norms make it into a friend.

Government Leader success can not be separated from family support. The most important support of the family for Government Leaders figure is prayer. This means that the Governmental leadership must dean with Almighty God the creator. Let prayer, God will provide what we think it might just be a request that God's eyes. Who can estimate tomorrow, now it can not be described is a request to God Almighty. Inspiration can be derived from nature, inspiration can also be obtained from the autobiography of other people, interaction with others, or someone new can also bring inspiration to leaders. The success of an organization is not only determined by the figure of the leader, but is also determined by the people involved. Therefore, its return to the person, the job is waiting, carried on his work, increase its capacity, adjust the mandate undertaken. Continues to improve, the better the more people see. The better again but do not forget that every leader there is an excess and lack, as well as in Governmental Leadership.

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