



**ANALYSIS OF REGENT'S LEADERSHIP
BANYUWANGI DISTRICT 2010-2020 PERIOD
(ABDULLAH AZWAR ANAS)**

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ABSTRACT

This paper describes the need for innovative leadership. The moral degradation that undermines the foundations of the life of the nation and state, as well as the development of Corruption, Collusion, and Nepotism (KKN) as evidence of the severity of moral degradation, has almost plunged the Unitary State of the Republic of Indonesia (NKRI) into the abyss of destruction. The presence of innovative leaders is a breath of fresh air for the leadership crisis and public distrust. Shows concern, despite facing challenges and threats from various parties. This paper, using the library research method supported by reading literature and secondary data, is then compiled, and analyzed so as to produce conclusions that can be accounted for. Leadership innovation needs exemplary, courage and the ability to change mindsets to improve people's welfare.

Keywords: *Analysis, Leadership, Banyuwangi Regency, Abdullah Azwar Anas*

INTRODUCTION

Innovative public leadership crisis causing moral decline can be destructive the life of the nation and state which is marked by the development of Corruption, Collusion and Nepotism (KKN), almost plunged the country into the abyss of collapse. For this reason the importance of effective policies in the delivery of public programs and services must reflect the diverse influence of international orientations, embracing problems and practices of public administration on the system of government (Hildreth, Miller and Lindquist, 2021). Since becoming a new public management system, reinventing government and finally public administration in government (1990s until now) (Brillantes and Fernandez, 2008). However, Reeves-Ellington (1998) in David G. Gliddon argues that some leaders still lack the ability to plan, measure, and implement innovative products and services (Gliddon, 2006). Therefore, Siddiquee (2008) suggests that policy implications help formulate strategies and steps to improve them services and innovation to governance (Rocha and Zavale, 2021). Experts believe that administrative science transcends the boundaries of the private and public sectors, on the other hand Stillman argues for the concept of a political-administrative dichotomy by constructing a convincing case that public administration is at the center of political life (Brillantes and Fernandez, 2008).

In order to influence attitudes and behavior informally within the organization, it is necessary to initiate initiation which includes the agenda of setting and adjusting (matching) and implementation, namely Redefinition/Re-structuring, Clarification, and Routines (Wijaya, 2018). This is in line with the meaning of leader according to Kartini Kartono, where character who have strengths and skills that are able to influence to jointly carry out activities with the achievement of goals (Fither, 2020).

Since 2010 Banyuwangi district has developed quite rapidly which is marked by many innovations in the public sector (Windarto, 2019): Fagerber (2017) in Rocha and Zavale argues that to expand the flow of foreign investment capital in a country which has implications for state revenues, it is necessary to innovate economic policies (Rocha and Zavale, 2021). The Banyuwangi Regent popularized tourism on a national and international scale as well as other public service sector innovations which had implications for being the most innovative district in the Innovative Government Award (IGA) 2018 and one of six regional heads who received an award as an Innovative Leader in the Anugerah Pandu Negeri (APN) award in 2018. 2019 (Windarto, 2019).

The leadership of the regent for two periods (2010-2020) is interesting to know through a study, so that it can be seen the innovative leadership process implemented by the Regent of Banyuwangi Abdullah Azwar Anas with the title "Innovative Leadership of Regional Heads in Banyuwangi Regency. The leadership of Banyuwangi Regent Abdullah Azwar in Banyuwangi Regency provides an innovative framework for thinking. Thus, the formulation of the problem in this paper: "How is the Innovative Leadership Process of the Regent Abdullah Azwar Anas in Banyuwangi Regency".

This paper aims to determine the innovation of public sector leadership in Banyuwangi Regency so that it can be used as a role model for regional heads in developing their regions. Departing from the formulation of the problem and the existing objectives, the following can be obtained: (1) As a practical theoretical contribution, it is hoped that it can increase the inventory of leadership literature and can be used as suggestions and constructive criticism for the government to make policies in developing regions. (2) Academic: can be used as an additional reference for the study of writing a paper, a source of information or a contribution of thought for the author himself, the reader, or for anyone who conducts a study on leadership.

THEORETICAL BASIS

Public Sector Leadership and Innovation

On essentially in the context of Islam every human being is a leader and will be held accountable later. As in verse 30 QS. Al-Baqarah which means:

"Remember when your Lord said to the angels: verily I want to make a caliph on earth." ('Surah Al-Baqarah verse 30', no date)

Khalifah which means the leader who is entrusted to lead and directs people in achieving their goals. So, Leadership can be defined as a complex process that involves different actions related to environmental and boundary assessment, development of leadership traits and skills in achieving set goals, and performance evaluation. The European Interoperability Framework (European Commission, 2010), classifies it in three main categories: infrastructure for governance, connectivity and applications (Reddick and Anthopoulos, 2015).

The transformation of public services, accountability and results-based management today, too, seems necessary to move beyond the traditional Weberian hierarchical and bureaucratic paradigms to develop organizations (Lemay, 2009). In particular, regional heads, who are innovative, who are supported by transformational and transactional styles, are one of the keys to the success of a region, as did the regent of Banyuwangi. According to Bass and Avolio (2002) these indicators include, namely: The behavior of leaders as role models to follow them (Idealized influence), leaders are able to motivate people around them by

providing challenges in the work carried out by followers and creating clear expectations of the goals achieved (Inspirational). motivation), able to increase awareness of followers and organizations as well as efforts to influence in seeing the problem with a new perspective in achieving organizational goals, increasing intelligence, rationality and problem solving carefully (*intellectual simulation*), treat all subordinates according to different needs, abilities and aspirations as well as train and provide advice (Individualized consideration) (Fanani et al., 2020).

Whereas Transactional Leadership can present a model of emotional intelligence capabilities and explores the role that emotional intelligence plays in leadership underlying a leader's "people" or "relationship" skills. If leaders don't have emotional intelligence, they may not be moved by the call for a greater understanding of emotions in the workplace. All leaders who have high emotional intelligence, or can develop leadership skills who are less emotionally intelligent are very beneficial for organizations, teams and individuals (Schriesheim et al., 2006).

The ability to create national systems or organizations (interoperability) can be classified into three main categories: infrastructure for governance, connectivity, and applications. Public administration is an innovation of developed countries in reviewing global perspectives on Information Technology (IT) and communication (Reddick and Anthopoulos, 2015). To achieve this goal it is necessary to consider or inform how the policy will work, the capacity of the institution to address the various requirements of policy making and implementation, what policy analysis and planning might be concerned with, and the desired pool of analysts (Hildreth, Miller and Lindquist, 2021). The modified Delphi technique is one of the competency models that can be used as a basis for future innovation from an individualist perspective (Gliddon, no date). This theory reminds us that the main purpose of leadership is to nurture and train followers as they move towards achieving goals (Northouse, 2016) who are supported by high emotional intelligence abilities and offer a unique and valuable perspective on leadership (John, 2021).

Excerpts from Rocha and Zavale from Agger & Sorensen (2016), Wisdom et al. (2014), and Baregheh, Rowley, & Sambrook (2009), universally innovation is a new way, idea discovery, service, process which includes all technology, science, organizational, financial and commercial in mobilizing knowledge (Rocha and Zavale, 2021). The stages of innovation are divided into five stages, namely development (generation), selection (selection), implementation (implementation), sustainability (sustaining), and diffusion (diffusion). However, innovation barriers do not occur at every level. For example, the Australian Government has determined twenty-three factors as barriers to innovation, and six factors that can influence innovation at all stages, namely the risk, short-term focus, efficiency, and resources. resources), policies and procedures (policies and procedures), weak leadership (failure of leadership), and external conditions (external opposition) (Yunita, 2017).

On the other hand, innovation also needs to be managed properly so that the innovation can show its benefits. In line with One of the administrative principles put forward by Henri Fayol (1941-1952) was: togetherness work group (*esprit de corps*) which focuses on unity and integrity, the importance of cooperation and maintaining relationships among members of the organization, in order to increase and grow work motivation. (Main Elements or Basic Elements of Forming State/Public Administration According to Experts', no date) innovation is

also related to democracy, managerial, development, and government service functions (Anttiroiko, Bailey, & Valkama, 2011) (Rocha and Zavale, 2021).

Local Government Innovation

In accordance with the mandate of Law Number 23 of 2014 concerning Regional Government in Article 17 states that each region has the right to determine regional policies in carry out government affairs which are the authority of the region (Ministry of Law and Human Rights of the Republic of Indonesia, 2014). This gives authority to local governments in developing their territory. Key Performance Indicators used by the Banyuwangi local government and regional apparatus for: Preparation of performance determination documents, Performance measurement, Preparation of medium-term, annual, and budget plans. Preparation of performance accountability reporting, evaluation, and monitoring and control of program implementation (Banyuwangi Local Government, 2017).

In addressing this problem House (1996) developed a substantial revision of the original theory (House, 1971), further explaining its theoretical underpinnings and providing a clearer basis for future tests of the path-goal approach. In particular, House not only clarifies and extends key propositions from earlier versions of the theory (e.g., House & Mitchell, 1974), but connects the theory into a rapidly growing stream of theory and research on so-called values-based leadership. the predictions of transformational leadership embodied in House's (1996) revised theory (ie, Proposition 24) differ from those advanced by other leading theorists in the field of transformational leadership (Bass, 1985, 1990) (Schriesheim et al., 2006).

RESULTS AND DISCUSSION

A. Public Sector Innovation in Banyuwangi Regency

Osborne and Brown (2011) in Rocha and Zawale define innovation in public services as the introduction of new methods in public services in the form of knowledge, organization, and forms of management. The agreed values expected by the community at the 2000 Economic Cooperation and Development meeting organized by the Organization for Economic Cooperation and Development (OECD) include: Impartiality, Legality, Integrity, Transparency, Efficiency, Responsibility, and Fairness (Rocha and Zavale, 2021).

Richard et al. (2017) in Andri Putra Kesmawan and colleagues summarized the important types of leadership in innovation into 5 (five) things, namely transactional, transformational, interpersonal, entrepreneurial, and network governance. Then it is seen and explored in four ways, namely: the nature of leadership (its role and legitimacy), leader activities (types of priority activities), strategic direction (how to achieve it), and how innovation is seen (Kesmawan et al., 2019).

The benchmark is how someone adopting the innovation can have an impact on satisfaction/dissatisfaction (Kesmawan et al., 2019). The community demands the government's contribution in providing quality public services (Aneta, Aneta and Dama, 2019).

The Banyuwangi Regency Government continues to intensively create programs by making innovations in the economy, especially the creative economy in the field of tourism that promotes local wisdom. In 2016 economic growth of 5.38% increased to 5.55 (2019), poverty rate 11.25% (2010) to 7.80% (2019) (Infographic-Poverty-Level-Banyuwangi-Ind, no date). Expenditure per capita per year shows an increase from 9,262,000 to 12,264,000 (2010-2019) (Banyuwangi local government, 2021).

The economic growth of Banyuwangi Regency is marked by: Inflation in 2020 is 1.74% higher than East Java (1.44%) above the national average (1.68%). The Gross Regional Domestic Product (GDP) in eight years experienced a significant increase (140.38%) from 32.46 trillion (2010) to 78.03 trillion (2018) (Infographic-PDRB-Kabupaten-Banyuwangi-ind, no date). This is directly proportional to the Purchasing Power Index of 0.74 (2016), an increase of 0.76 (2019) and even higher than the East Java province's purchasing power index of 0.72 and 0.74 in the same year (Banyuwangi local government, 2021).

B. Tourist

Since the Banyuwangi Festival was launched in 2011 with 3 (three) festivals (Banyuwangi Ethno Carnival, Gandrung Sewu, and Banyuwangi Jazz Festival). Furthermore, in 2012-2013 7 (seven) festivals were held and experienced a significant increase in 2019 to 99 (Ninety-nine) festivals so that it was designated as the best Festival city in Indonesia. The event encourages tourism progress and is able to attract tourist visits because the innovation is packaged by promoting the uniqueness of culture, customs, nature and various potentials in Banyuwangi. The tourism potential is very high, making Banyuwangi one of the favorite destinations in East Java. Domestic tourist visits have increased since 2016 (4,022,449 people) to 5,307,054 people (2019). Its natural beauty has also received foreign attention, marked by the number of tourists visiting 77,139 people (2016) increasing to 101,622 people (2019) (Banyuwangi Government, 2020).

Many tourism accommodation entrepreneurs are also tempted and invest in Banyuwangi Regency. This condition can be seen from the proliferation of star hotels, ranging from three stars, four stars and five stars. Through the Banyuwangi Festival event, the tourism industry is one of the innovations in regional development. Since 2016, the number of star hotels in Banyuwangi Regency has continued to grow. Until 2019, the number of star hotels in Banyuwangi Regency reached 13, ranging from three stars to four stars. Of this number, a total of 1,119 rooms are available. The increase in tourism accommodation along with the increase in the number of tourist visits, the occupancy rate of these five-star hotels exceeds 60 percent. This indicates that the Banyuwangi Festival event becomes a magnet for tourist visits. automatically brings multiplayer effects in the economy. In addition to creating jobs, the tourism accommodation service business also thrives, including culinary businesses (restaurants and restaurants). As a result, the level of the community's economy has also been boosted with trade, hotel & restaurant business fields 9,618.55 (2016) to 14,017.66 billion (2019). Other services 739.61 billion (2016) to 1076.76 billion rupiah (2019) (Banyuwangi local government, no date).

In addition to popularizing tourism, Regent Abdullah Azwar Anas has the best innovation by opening access to direct flights from Jakarta and Surabaya, including to Kuala Lumpur, Malaysia. Furthermore, the Banyuwangi-Denpasar flight route continues to grow. (Baya, 2014:11). The innovation of tourism development in Banyuwangi is recognized at the international level through The United Nations World Tourism Organization (UNWTO) giving a prestigious award at the "12 th UNWTO Awards Forum" in Madrid, Spain (2017) in the category of public policy innovation and governance with the Awards for Excellence and Innovation in Tourism. This achievement was able to eliminate the nominees from Puerto Rico, Colombia, and Kenya. ASEAN level through the "ASEAN Tourism Forum" in Thailand (2018) with the category "Clean Tourist City" (beritasatu.com, accessed in May 2019).

C. Health

In the health sector, the innovations that were launched were integration with population administration, the innovation "Born Procot Pulang Bring Deeds and Gancang Aron" (overcoming the queue for taking medicine at the hospital with online motorcycle taxi services). This demonstrated leadership is innovative leadership by boldly taking action to change and develop the region. According to Vinot T. Panikkan in Pasolong (2016) a good leader always puts pressure/focus on the future, emphasizes or focuses on determining direction, always asks "What will happen", gives vision and inspiration, and prioritizes hierarchy, spreading authority (Fanani et al., 2020). Innovation in Banyuwangi Regency has an impact on the rapid growth of investors and in 2012 it became the third region in East Java, after Gresik and Surabaya, as the most attractive area for investors (Baya, 2014:146). The Banyuwangi Regency Health Index has increased from 0.77 (2016) to 0.79 (2020). This resulted in an increase in health services by 217.68 billion (2016) to 302.06 billion (2019) (Banyuwangi local government, no date). Factors in measuring the level of public health include Infant mortality rate (IMR), maternal mortality rate (MMR) and life expectancy (AHH).

Infant Mortality Rate (IMR) per 1000 Births: Banyuwangi Regency tends to experience a decline. 5.50 (2016) to 5.10 (2020) out of 1000 live births (Banyuwangi local government, 2021b). Maternal Mortality Rate (MMR) per 100000 Live Births: The Banyuwangi government continues to make breakthroughs so that mothers die during childbirth continue to decrease. In 2016 (20 cases) became 18 cases, and the highest was 31 cases (2019), decreased by 18 cases (2020).

Malnutrition Toddler Rates: The percentage of children under five experiencing malnutrition increased to 1.2% (2020), this had an effect on the infant mortality rate. According to the World Health Organization (WHO), more than 50% of infant and child deaths are related to undernutrition and malnutrition, so nutrition problems need a quick and appropriate solution. Treatment for malnutrition is carried out through inpatient and outpatient care. Children with malnutrition with complications of disease are treated at the Therapeutic Feeding Center (TFC) or government/private hospitals. However, the % of under-five malnutrition rate was 0.57% (2016) decreased by 0.49% (2019).

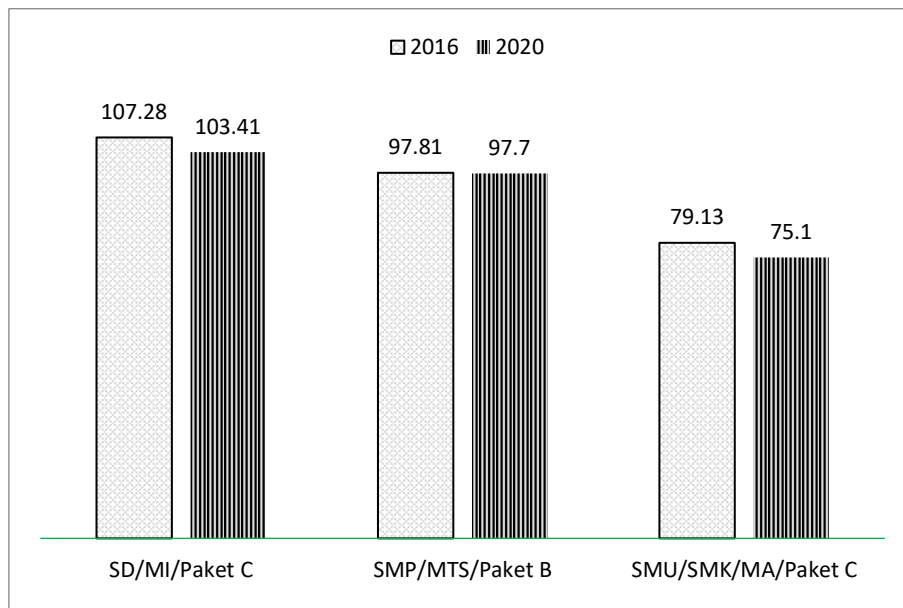
Life Expectancy (AHH): defined as the estimated average number of years that a person can take from birth which reflects the health status of a community. calculated from the results of the census and population survey in Banyuwangi Regency from 2016-2020 has been quite good, tends to increase every year, namely 70.11 (2016), increasing by 70.65 (2020).

D. Education

The regional development mission contained in National Mid-Term Development Plan (RPJMD) one of which is "Realizing Accessibility and Quality of Education Services". The education index is 0.60 (2020) (Banyuwangi Government, 2020) with service revenues of 1,978.78 billion (2016) to 2,573.71 billion (2019). The success of development in the field of education can be seen from these indicators, including:

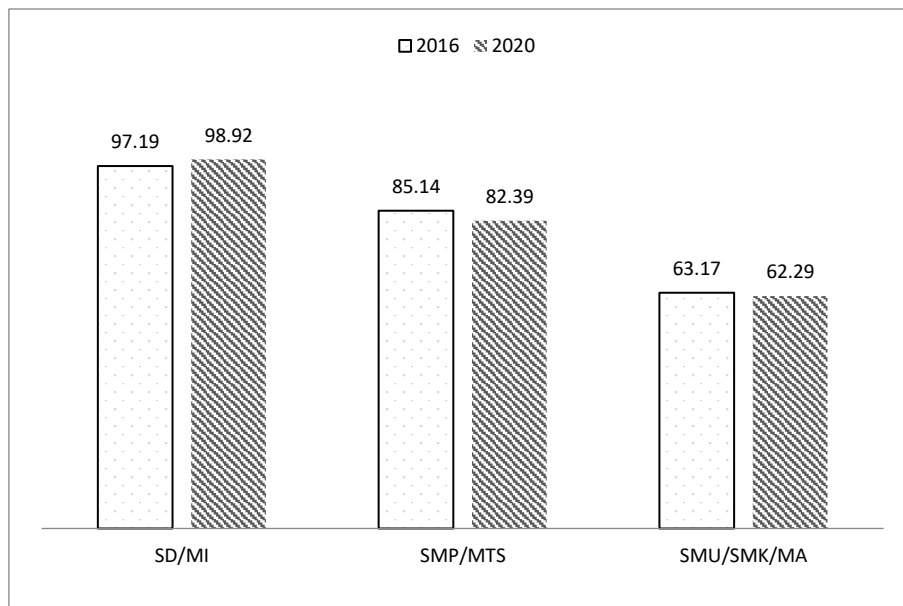
Gross Participation Rate (GER): Performance indicators for 2016-2020 experienced a decline, including SD/MI/Package A (3.87%), SMP/MTS/Package B (0.11%), and SMA/SMK/MA/Package C (4, 03%).) (Graph 1). The GER value can be more than 100%

because the number of students attending a certain level of education includes children who are outside the school age limit at the level of education concerned.



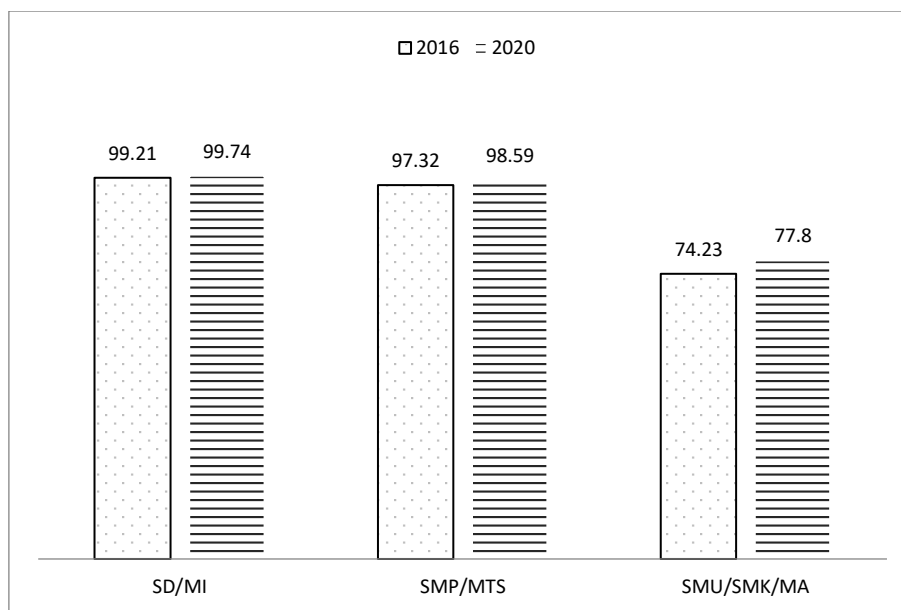
Graph 1. Gross Participation Rate (%) In Banyuwangi Regency Period 2016-2020
Source: BPS Banyuwangi Regency (Data processed by yourself)

Net Participation Rate (APM): Performance achievements in 2016-2020 at the SD/MI education level have increased (1.73%), but SMP/MTS (2.75%) and SMA/SMK/MA (0.88%) have decreased (graph 2).



Graph 2. Net Participation Rate (%) In Banyuwangi Regency Period 2016-2020
Source: BPS Banyuwangi Regency (Data processed by yourself)

Dropout Rate (APS): Achievement of the 2016-2020 APS indicator performance has increased, education levels are SD/MI (0.53%), SMP/MTS (1.27%) and SMA/SMK/MA (3.57%) as shown in Figure 3.



Graph 3. Dropout Rate (%) In Banyuwangi Regency Period 2016-2020
Source: BPS Banyuwangi Regency (Data processed by yourself)

School Enrollment Rate (APS): In 2016-2020 the SD/MI level decreased from the previous year to 99.7, SMP/MTS increased to 98.5 and the SMA/SMK/MA level fell to 77.8. Expected Years of Schooling (HLS): The Expected Years of Schooling is calculated for residents aged 7 years and over. HLS can be used to determine the condition of the development of the education system at various levels which is indicated in the form of the length of education (in years) that is expected to be achieved by each child. Judging from the development of HLS in 2016-2020, it continued to increase by 12.8% (2020) from 2016 (12.55%). Average Years of Schooling (RLS): The population coverage calculated in the calculation of the average length of schooling is residents aged 25 years and over. from 6.93 years (2016) rose to 7.16 years (2020).

The process of successfully bringing Banyuwangi as a National Innovative Regency cannot be separated from the leadership style of a leader. Leaders become the driving force for the progress of every organization, both private and public organizations. In every organization, both private and public, that has innovative characteristics, there is always a leader who has innovative work. The role of this leader becomes a driving force for the progress of an organization. Leaders are also a source of inspiration and motivator for all parts of the organization. Innovative leaders will have a far-reaching vision to bring the organization. If the leader is a regional head, he will bring his region to be more innovative, creating various advantages over other regions.

Thus, the innovation that is rolled out is not just a discourse but is actually felt and supported by all levels of society. Leaders are not only a driving force in moving the organization. However, as a reliable motivator and inspiration for all parts of the organization, as well as become a marketing in developing the region (Wiriyanto, Hidayat and Mastika, 2020). Public policy is treated as a formal legal basis for maintaining program planning and evaluation. Thus, this article is expected to contribute to the development of public service innovation knowledge (Andhika et al., 2018).

CONCLUSION

Innovative leaders are emerging in public sector innovation management. The results of the study show that innovative leaders in Banyuwangi Regency are supported by a strong network because of the experience, conscientiousness, detail and consistency of a regional head, as well as being able to manage local political dynamics, where the innovation program launched in Banyuwangi is able to bring this area to be known on the scene. national and international. The ability of local governments to manage bureaucratic human resources. the ability to communicate with political parties is the key to successful innovation in Banyuwangi. Innovative leaders are always rich in ideas, then create a safe atmosphere in the area so as to minimize obstacles. The good intentions of a leader to make changes and invite all aspects of society in the region, starting from the bureaucracy. This has an impact on an increase in health services of 302.06 billion (2019), the education index of 0.60 (2020), and other service revenues of 2,573.71 billion (2019).

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