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THE DEVELOPMENT OF LEADERSHIP STYLE OF CHIEF VILLAGE BASED ON LOCAL WISDOM "ASTA BRATA" IN BULELENG REGENCY

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ABSTRACT

The purpose of this study was to determine how the leadership of Asta Brata of the Chief Village and Leader Member Exchange was able to influence the performance of village apparatus in Buleleng Regency. This study used an associative quantitative method. The data analysis technique used in this study is a variance-based structural equation modelling (SEM) or component based SEM, which is known as Partial Least Square (PLS) Visual version 3.0. All the relationships studied showed positive and significant results. In its realization, Asta Brata's leadership is able to improve the performance of village apparatus. Likewise, the Leader Member Exchange is able to increase the Performance of Village apparatus. The indicators that show the highest score are Kwera Brata and Loyalty, the combination of these indicators is a strong benchmark in improving the performance of village apparatus in Buleleng Regency.

Keywords: Leadership of *Asta Brata*; Local Wisdom Leadership; Performance of Village Apparatus

INTRODUCTION

The role of a leader in development is crucial. Without a leader, every problem that arises in the running of the organization will be difficult to solve quickly and efficiently, which results in the goal of the organization being hampered and the percentage of satisfaction from achieving these goals is very low. According to Mustanir dan Jaya (2016), Leadership is a form of domination based on personal abilities that are able to encourage or invite others to do something based on acceptance by the group, and have the right special skills for particular situations is a person's ability to influence other people, in this case, are subordinates in such a way that the other person is willing to do the will of the leader even though personally it may not be pleasing to him.

Leaders with various positions and roles are the dominant element in determining 's sustainability.life's sustainability Because all forms of policies and strategic decisions in an organization have their upstream and downstream leaders. A policy may not be taken just by followers or staff, without an order from the leader. Therefore, being a leader is not easy. Certain criteria are needed to take office to lead an organization or society to grow and develop in a dynamic, progressive and constructive direction, not vice versa, namely digressive, even less destructive. Balinese leaders, wherever their position is appropriate, appropriate and worthy of understanding and reflecting in leading Balinese society refers to and

is guided by the philosophical values contained in Balinese local wisdom, let alone hopes that development in Bali can take place in a sustainable manner, including development in the economic field. Adopting values in local wisdom, does not mean that a leader thinks setback, even less traditional. As the values contained in leadership of *asta brata* are still very relevant and in line with the values in modern leadership theory (Astawa, 2009).

The definition of leadership style put forward by Hasibuan (2016:170) states that: "Leadership style is the way a leader influences the behaviour of subordinates which aims to encourage job passion, job satisfaction and high employee productivity, in order to achieve maximum organizational goals." Astawa in his book *Local Wisdom and Economic Development* states that *Asta Brata* consists of two words, namely *Asta* which means eight and *Brata* which means abstinence, loyalty, steadfastness and steadfastness. In short and simple terms, *Asta Brata's* leadership can be given meaning as eight basic forms of unyielding attitude, firm in implementing rules, tough in facing various obstacles, challenges and threats, firm in its stance and loyal to the position and its attributes. So the form of this basic attitude is in accordance with the criteria as described in modern theory so far. *Asta Brata's* leadership includes: *Indra Brata* The behaviour and personality of a leader by upholding the value of the *brata* sense is characterized by the qualities and behaviours of prioritizing justice and being wise in leading. *Yama Brata*. The principle of leadership with the principle of *yama brata* is to punish according to the level of error. The mistakes of subordinates are studied carefully and measured, not blind, let alone blindly. *Surya Brata* The sun popular term never discriminates in dividing the rays or illuminating all the contents of this universe. *Candra Brata* Leaders in an organization that apply the principle of *candra brata* emphasize entertainment and tranquility. All families in the organization are built on a culture and atmosphere based on entertainment and tranquility. *Bayu Brata* The essence of leadership adopting the values of *bayu brata* is an attitude in which a leader is able to make subordinates in a peaceful position in carrying out all activities related to their work. *Kwera Brata* It is not enough for a leader to only be able to make subordinates work peacefully. But more than that, it must be able to lead subordinates to become more prosperous in the form of obtaining prosperity. *Baruna Brata* A leader who is always careful, careful and vigilant in influencing and inviting subordinates to carry out activities to realize organizational goals is the manifestation of the implementation of new values in *asta brata* leadership. *Agni Brata* The position and role of the leader are very strategic in moving an organization. The position of a leader who adheres to the values in *agni brata* can be behind, in the middle and front.

A leader in a company not only has a role to command his employees but must also be able to create good relationships between superiors and subordinates. One of the concepts of the relationship between superiors and subordinates is commonly called the Leader-Member Exchange (LMX). Yukl (1998) explained that Leader-Member Exchange (LMX) is a relationship between superiors and subordinates that influence each other. Leader-Member Exchange (LMX) does not only look at the behavior of the boss but also emphasizes the quality of the relationship between superiors and subordinates. Because a good relationship between superiors and subordinates can have an influence, such as on trust, employee job satisfaction, performance etc. Leader-Member Exchange (LMX) is a

process of interaction that occurs in two individuals and will continuously experience growth. According to Graen and Cashman (Soekarso & Putong, 2015) the definition of Leader-Member Exchange (LMX) is a dynamic two-way relationship between leaders and employees where the leader will treat employees differently according to the time and abilities the superior has. According to Walumbwa et al. (2011) defines the Leader-Member Exchange (LMX) as a dynamic relationship between superiors and subordinates, multidimensional in nature consisting of four dimensions, namely Affection, Loyalty, Contribution and Professional Respect.

Performance is the result of work in quality and quantity achieved by a person carrying out his duties with the responsibilities assigned to him (Mangkunegara, 2017:67). Hersey, Blanchard, and Johnson (Wibowo, 2012: 100-101) then formulate the existence of seven factors that affect performance and are formulated by the acronym ACHIEVE. Ability (knowledge and skills), Clarity (understanding and perception of roles), Help (organizational support), Incentive (motivation and willingness), Evaluation (coaching and performance feedback), Validity (valid and valid personnel practices) and Environment (suitability with the environment). Employee performance is an important element in executing jobs. There are several factors that affect the performance of employees, including quality, quantity, independence, initiative, adaptability, and work skill (Achmad, 2016).

According to research from Muizu et al. (2019) entitled *The Influence of Leadership on Employee Performance*, it is stated that leadership and work motivation have a significant effect, both partially and simultaneously, on employee performance. In line with the research conducted by Gede & Piartini (2018) entitled *The Influence of Leadership on Employee Performance*, which is moderated by Work Motivation at BPRs in District of Sukawati Gianyar, it is stated that leadership has a positive and significant effect on employee performance. Likewise, Marpaung (2014) research entitled *The Influence of Leadership and Team Work on Employee Performance in the Koperasi SEKJEN KEMDIKBUD Senayan Jakarta* states that there is a strong and significant leadership influence on the performance of cooperative employees. From some of these studies, researchers tried to examine in different places, namely in the village office with the Chief Village as the object of the research which examined the influence of leadership on employee performance.

According to Suryadi (2017) research with the research title *The Effect of Leader Member Exchange on Employee Performance (Study of employees at Semarang Shipping Science Polytechnic)* states that the influence of Leader Member Exchange on Employee Performance is positively significant. Not in line with research conducted by Putra (2016) entitled *The Effect of Competence and Leader Member Exchange on Employee Performance at PT Bukit Asam (Persero) Tbk Tarahan Port* which states that the influence of Leader Member Exchange on Employee Performance is not significant. Research from Kartika & Suharnomo (2016) entitled *The Effect of Leader-Member Exchange (LMX) on Employee Performance with Job Satisfaction and Employee Involvement as Mediation Variables (Studies at Hotel Bahari Inn Tegal)* stated that LMX does not have a direct effect on employee performance. LMX will effect on performance if it is mediated by job satisfaction and employee involvement. From these differences in results,

the researcher tries to examine the same variable, namely testing the influence of the Leader Member Exchange toward the Employee Performance.

There have been many surveys conducted by a number of institutions regarding job satisfaction. One of them is by Nurhayati (2007) in (Adinata, 2015) that in 2004 68% of employees in Indonesia were satisfied, but only 23% of them were satisfied with their leaders. Referring to the survey, the role of the leader's relationship with subordinates still seems to be a problem in the context of job satisfaction. This research will examine the leadership style of the chief village based on *Asta Brata*. Where the current chief village is accountable for village funds provided by the government. The role of the leader is very important in the use of this fund. The objectives of this study are 1. To determine the relationship between the Leadership of *Asta Brata* of Chief Village and the Village Apparatus Performance. 2. Knowing the relationship between the Leader Member Exchange and the Village Apparatus Performance.

METHODOLOGY

This study examines the causality relationship between *Asta Brata's* Leadership, Leader Member Exchange and Village Apparatus Performance in Buleleng Regency. This research is an explanatory study using quantitative methods that try to predict the causal relationship between constructs. The population in this study were all village apparatus scattered in Buleleng Regency. The sampling technique used Simple Random Sampling by selecting 57 respondents who had been randomly determined by the Slovin formula. The data was collected using questionnaires and documentation.

This study's analysis technique is a variance-based Structural Equation Modeling (SEM) model or Component-based SEM, which is known as Partial Least Square (PLS) Visual version 1.04b1. PLS-SEM aims to examine the predictive relationship between constructs by seeing whether there is a relationship or influence between these constructs. The evaluation of the PLS model is based on predictive measurements that have non-parametric properties. Therefore, the PLS evaluation model is carried out by assessing the outer model and inner model. Evaluation of the measurement model (outer model) Evaluation of the outer model is also called the evaluation of the measurement model to assess the validity and reliability of the model. The measurement model with reflexive indicators is evaluated using convergent and discriminant validity for latent construct-forming indicators, and through composite reliability and Cronbach alpha for the indicator block. Evaluation of the structural model (inner model). In assessing the structural model with PLS, it can be seen from the R-Square value for each endogenous latent variable as the predictive strength of the structural model. The R-Square value is a goodness fit model test. R-Square criteria of 0.67; 0.33; and 0.19 indicate a strong, moderate and weak model.

RESULTS AND DISCUSSION

Assess the Outer Model or Measurement Model

In testing the validity of the outer model, data testing was carried out to determine the level of accuracy of the indicator in explaining the exogenous constructs of the model using the loading factor. For research in the early stages of development, individual reflexive measures are said to be correlated if more than

0.6 with the construct that you want to measure is considered sufficient (Ghozali, 2014). The following shows the results of loading factors as in Figure 1

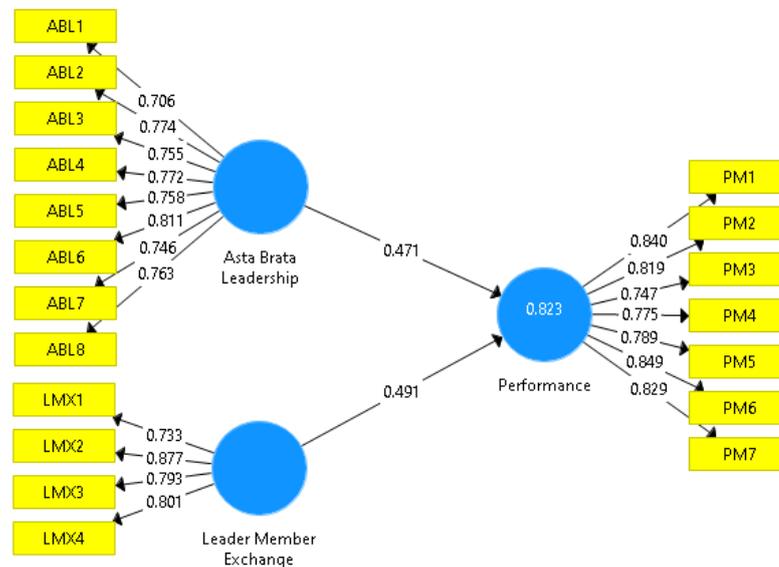


Figure 1. Value of *Loading Factor*

Based on the picture above, the loading factor value shows the results meet the convergent validity requirements because all loading factors are > 0.6 . Thus, it can be concluded that the convergent validity of all constructs is valid. Furthermore, reliability can be seen from the value of Composite Reliability (CR) and Cronbach's Alpha. The construct is said to have high reliability if the Composite Reliability value is above 0.70 and the Cronbach's Alpha value is above 0.60 (Ghozali, 2014). In table 1, the values of Composite Reliability and Cronbach's Alpha are presented for all variables.

Table 1. Value Of *Composite Reliability* Dan *Cronbach's Alpha*

	Cronbach's Alpha	Composite Reliability
<i>Asta Brata</i> Leadership	0.896	0.917
Leader Member Exchange	0.815	0.878
Performance	0.911	0.929

Source: Data processed

The table above shows that all the constructs in this study produce a Composite Reliability value above 0.70 and a Cronbach's Alpha value above 0.60. It can be concluded that the construct in this study is reliable.

Structural Model Testing (*Inner Model*)

In assessing the model with PLS, it starts by looking at the R-square for each dependent latent variable (Ghozali, 2014). The influence model of *Asta Brata's* Leadership and Leader Member Exchange on Performance provides an R-Square value of 0.823 which can be interpreted that the variability of the Performance construct which can be explained by the *Asta Brata* Leadership construct and Leader Member Exchange is 82.3% while 17.7% is explained by variables others that were not researched.

Hypothesis Testing

Hypothesis testing can be seen from the value contained in the output result for inner weight. Table 2 provides the estimated output for structural model testing.

Table 2. Result For Inner Weight

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
<i>Asta Brata</i> Leadership -> Performance	0.471	0.471	0.118	3.991	0.000
Leader Member Exchange -> Performance	0.491	0.495	0.116	4.221	0.000

Source: Data processed

The results of testing the first hypothesis show that the relationship between the *Asta Brata* Leadership variable and Performance shows the parameter coefficient value of 0.471 with a t-statistics value of 3.991. This value is greater than t table (1,960). These results mean that *Asta Brata* Leadership has a positive and significant relationship to Performance. Hypothesis 1 is accepted. The position and role of a leader in development is very strategic and central. The use of methods, methods and approaches can facilitate and accelerate the implementation of the main duties, functions and authorities of leaders so as to create a conducive and productive work environment and culture. A strong leadership position is very supportive of achieving successful development. The main role of a leader is to balance the rights and obligations of followers or society and be able to adjust their leadership style according to the character of their subordinates and the culture of the organization. In this study, the highest indicator is *Kwera Brata* where a leader is not only able to make subordinates work at ease but more than that, the leader must be able to lead his subordinates to be more prosperous in the form of gaining prosperity.

This research is in line with research conducted by Susi (Manajemen & Tambunan, 2019) at Restaurant O'Flahertys Medan. In her research it was found that leadership style affects employee performance. Research results of Setiawan et al. (2017) at CV. Bintang Anugrah Sejahtera research results show that leadership style has a positive and significant effect on employee performance. Then the results of research conducted by Purwanti (2019) at PT. Panasonic Gobel Energy Indonesia from his research proves that leadership style has a positive and significant effect on employee performance.

The results of testing the second hypothesis show that the relationship between the Leader Member Exchange variable and Performance shows a parameter coefficient value of 0.491 with a t-statistics value of 4.221. This value is greater than t table (1,960). These results indicate that the Leader Member Exchange has a positive and significant relationship to Performance. The 2nd hypothesis is accepted. The dimension of loyalty is a dimension that dominantly correlates with the performance of village apparatus. The loyalty reflected in this

research is not only limited to how long it takes to work but is related to how much attention, ideas and dedication are given. Someone who has high loyalty will have good interpersonal relationships with fellow employees or their superiors, both related to work and personal relationships.

This research is in line with research Kartika & Suharnomo (2016) entitled The Effect of Leader-Member Exchange (LMX) on Employee Performance with Job Satisfaction and Employee Involvement as Mediation Variables (Study at Hotel Bahari Inn Tegal) states that there is a relationship between Leader Member Exchange and Performance. Likewise with research from Setiawan et al. (2017) which states that the Leader Member Exchange has a significant positive effect on employee performance.

CONCLUSION

The conclusion in this study that the Leadership of *Asta Brata* of Chief Village has a positive and significant relationship to Village Apparatus's Performance in Buleleng Regency. Likewise, the relationship between Leader Member Exchange and Village Apparatus Performance in Buleleng Regency has a positive and significant effect. These results indicate that applying *Asta Brata* Leadership can improve the Performance of Village Apparatus. Likewise, the better the Leader Member Exchange, the better the Village Apparatus Performance. The *Kwera Brata* application and high loyalty can improve the performance of village apparatus in Buleleng Regency. This research still has weakness, that is the use of a small sample, it is hoped that for further research it can multiply the sample and expand the research locus to get maximum results.

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