Theory and Application of Regional Head Transactional Leadership

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ABSTRACT

A leader is an absolute person, always and must exist in an organization or an institution. In his leadership, a leader certainly has its own character to move its personnel or members. To realize proper and quality organizational performance, it is necessary to have adequate leadership. The leadership must be able to motivate or encourage its staff by inspiring or inspiring their creativity in their work. One of the types of leadership is transactional leadership. The organization will be able to achieve its goals if there is a synergy between leaders and subordinates who have a shared commitment to build and develop the organization. However, these ideal conditions are not easy to be realized in organizations. Some subordinates are not able to show good work performance so that it becomes a burden for leaders and organizations including in public organizations. To overcome this situation, the leader takes anticipatory steps to subordinates to spur the performance of subordinates so that they become better. At least transactional leadership can still be applied by giving rewards and punishments to bureaucratic apparatus so that bureaucratic officials can understand their duties and responsibilities and are able to show optimal performance.

Keywords: Leadership theory, transactional leadership, regional heads.

INTRODUCTION

The benchmark of an area is based on its leadership, that is a sentence that can describe the progress of a region. Discussing about leadership like there will be no end. Ideal leadership is a meaning that is difficult to do, especially in Indonesia, where there has been a leadership crisis. Leaders are an important component that is always present in human life (Darwis et al., 2017; Sudaryono, 2014; Sukmawati et al., 2019). Leaders arise because of differences in heterogeneous human life, which then need to be united, harmonized and directed so that these differences do not give birth to a conflict or many problems (Kartono, 2011; Rivai & Mulyadi, 2012; Rivai et al., 2017; Sanjaya & Baharuddin, 2014). The existence of a leader to find solutions to the many problems or conflicts that occur. In some organizations there are subordinates who show poor performance so that it can hinder the running of the organization. The case of subordinates who are not able to show good work performance is usually a burden for the leader and the impact is that the leader will take action on subordinates who are less than optimal at work.

However, the role of leadership cannot be ignored. In human resource practice, one of the efforts to improve employee performance in an organization or company can be done by increasing the role of leadership (Guzmán et al., 2020; Kelidbari et al., 2016; Nishimura & Okamuro, 2018; Saggaf et al., 2019). Leadership in several studies has been proven to improve organizational performance and productivity. Leadership has a dominant role to increase work productivity, both at the individual level, at the group level, and at the organizational level. The importance of the role of the leader, has placed leadership into a complex phenomenon.

A good leader should give rewards to his subordinates who show the best performance. If the subordinates do not meet the performance standards that have been determined, the leader can make corrections and guidance to his subordinates.

METHOD

This research uses library research methods or literature studies. Researchers collect and examine documents, books, articles, and journals that are considered relevant to the object of study being researched. As stated by Pasolong that "library research is an investigation that aims to collect data and information contained in the library room, such as books, magazines, documents, records of historical stories and others" (Muri, 2014).

RESULTS AND DISCUSSION

The regional head as a leader in a province, district or city plays an important role in advancing the region so that the region can develop in a better direction and can prosper its people (Nasila & Akib, 2014). For the current era, we need governors, regents or mayors who focus on developing their regions and prioritize professional public services and really focus on the interests of the community. Moreover, people in the current era are critical people and always monitor the performance of government in their regions. If the public finds something that is not in line with expectations and violates applicable values and norms such as KKN, the community does not hesitate to upload the ugliness in the mass media, either print or electronic. In order for regional heads to successfully carry out development in order to create a prosperous, just and prosperous society, the application of the right leadership style according to regional conditions and human resources is crucial.

In Badri Munir Sukoco's writing (adapted from JawaPos.com) the first hundred days are very crucial in realizing the changes that have been promised during the campaign period. Priority programs will be implemented and stakeholder support depends on the leadership carried out by regional heads. Therefore, among the many styles and types of leadership, transactional leadership is the most relevant type of leadership and can be easily adopted and modified by each regional head according to the needs and conditions of each region.

Especially if the region has the potential of natural resources which have implications for regional original income. The higher the regional original income, the more prosperous the people if it is managed properly with the right leadership of a regional head. Rewards are an exchange factor (motivation) for subordinates to show their best performance.

As stated earlier, transactional leadership emphasizes exchange (Awaru, 2015) argues that the relationship between transactional leaders and employees is reflected in three things, namely: (1) leaders know what employees want and explain what they will get if their work is in line with expectations; (2) leaders exchange the efforts made by employees for rewards; and (3)

the leader is responsive to the personal interests of employees as long as those interests are proportional to the value of the work the employee has done.

In transactional leadership, regional heads motivate subordinates to perform at their best, including: 1). The existence of the provision of regional performance allowances based on the performance of each; 2). Career system based on merit system assessment; 3). Incentives / bonuses for outstanding and innovative subordinates.

This is in line with (Howell & Hall-Crochet, 1999) argued that the characteristics of transactional leadership consist of two aspects, namely contingent rewards, and exception management. In carrying out transactional leadership, it is characterized by the following characteristics: 1). Rewards and punishments are motivation for subordinates in carrying out their duties and obeying. That is the main reason for subordinates to do their best and avoid mistakes; 2). The standards and benchmarks for good performance are clearly stated. Creativity and innovation are not the main focus. Rather, the most important thing is to carry out the task according to the standards given by the leader; 3). The organization's mission, systems, rules, instructions and chain of command structure are central to organizing the company. The power of leaders lies in their formal authority and responsibilities within the organization; 4). Transactional leaders do not try to change the status quo, but run the company according to existing rules and systems. They are highly resistant to change; 5). The leader oversees the performance of subordinates and ensures they are working according to goals, standards and targets; 6). Leaders tend to think inside the box to solve problems. They are adept at tackling routine affairs but get confused when faced with problems that require creative solutions. Low emotional attachment. Subordinates obey if there is money or at least avoid punishment. It is not because of a high commitment to a shared vision as in transformational leadership or charisma as in charismatic leadership.

CONCLUSION

Transactional leaders essentially emphasize that a leader needs to determine what his subordinates need to do to achieve organizational goals. In addition, transactional leaders tend to focus on completing organizational tasks. To motivate subordinates to carry out their responsibilities, transactional leaders rely heavily on a system of rewarding and punishing subordinates. The essence of transactional leadership theory is that there is an exchange between employees and leaders, meaning that the leader will give something according to what the employee gives to the leader. Transactional leadership is characterized by a leadership style that motivates their followers towards predetermined goals by clarifying the requirements of the role or task. Regional heads can apply transactional leadership styles within the local government they lead. Transactional leadership is leadership that is easy to adopt and modify according to local needs. The availability of a large local budget and local opinion is one of the factors that support the success of the exchange system in transactional leadership.

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