

ANALYSIS OF PATERNALISTIC LEADERSHIP IN IMPROVING COOPERATION BETWEEN STAKEHOLDERS AND COMMUNITY SERVICES IN SOUTH KABAENA DISTRICT

ANALISIS KEPEMIMPINAN PATERNALISTIS DALAM MENINGKATKAN KERJASAMA ANTARA STAKEHOLDER DAN PELAYANAN MASYARAKAT KABAENA SELATAN KABAENA

Syamsul Hidayat, Abdul Razak, Nofal Supriaddin

Magister Of Management, Sekolah Tinggi Ilmu Ekonom Enam Enam Kendari

*syamsulhidayat212@gmail.com

**Corresponding Author*

▪

ABSTRACT

This research aims at paternalistic leadership in improving cooperation between stakeholders and community services in South Kabaena District. The benefit of this study is to find out the application of the theory and additional reference sources for human resource management theory. In addition, this research is expected to be useful as additional knowledge and reference materials as well as considerations for further research. It is hoped that it can provide input and add sources of thought to find out the behavior of paternalistic leadership in South Kabaena District. This study uses a descriptive qualitative method. Data was collected by observation, interview. The subjects of the study are employees of the board of directors or editors-in-chief who are considered to have the intensity of interaction. The results of this study describe the leadership style applied by South Kabaena District, namely the Paternalistic leadership style with three types, including: (1) Benevolent Leadership, (2) Morale Leadership, and (3) Authoritarian Leadership. Meanwhile, the implications of implementing a transformational style include: (1) helping employees outside of their work, (2) providing solutions to every problem that arises, (3) motivating their members to work hard to achieve the company's goals, (4) controlling the work of staff as previously planned, and (5) leaders rewarding outstanding employees by giving them appreciation. The results of the research can be suggested, namely in terms of references that may still be few, so that these limitations and shortcomings can be understood by readers and subsequent researchers to be able to be further researched, and with a wider scope and in a paternalistic leadership style, of course, a leader figure who is able to stimulate the creativity of his subordinates is needed. The low leadership in showing the leader's stance in working as well as the lack of leadership in attracting the attention of subordinates and the inability of the leadership to stimulate their subordinates can cause lethargy in working so this can be addressed by improving the way the leadership communicates with his subordinates.

Keywords: Paternalistic Leadership, Cooperation Between Stakeholders, Community Services

ABSTRAK

Penelitian ini bertujuan untuk mengetahui kepemimpinan paternalistik dalam meningkatkan kerjasama antar pemangku kepentingan dan pelayanan masyarakat di Kecamatan Kabaena Selatan. Manfaat penelitian ini adalah untuk mengetahui penerapan teori dan sumber referensi tambahan teori manajemen sumber daya manusia. Selain itu penelitian ini diharapkan dapat bermanfaat sebagai tambahan ilmu pengetahuan dan bahan referensi serta pertimbangan untuk penelitian selanjutnya. Diharapkan dapat memberikan masukan dan menambah sumber pemikiran untuk mengetahui perilaku kepemimpinan paternalistik di Kecamatan Kabaena Selatan. Penelitian ini menggunakan metode kualitatif deskriptif. Pengumpulan data dilakukan dengan cara observasi, wawancara. Subjek penelitian adalah pegawai jajaran direksi atau pimpinan redaksi yang dinilai memiliki intensitas interaksi. Hasil penelitian ini menggambarkan gaya kepemimpinan yang diterapkan oleh Kecamatan Kabaena Selatan yaitu gaya kepemimpinan Paternalistik dengan tiga tipe, meliputi: (1) Kepemimpinan Benevolent, (2) Kepemimpinan Moral, dan (3) Kepemimpinan Otoriter. Sedangkan implikasi penerapan gaya

▪

transformasional antara lain: (1) membantu karyawan di luar pekerjaannya, (2) memberikan solusi atas setiap permasalahan yang timbul, (3) memotivasi anggotanya agar bekerja keras untuk mencapai tujuan perusahaan, (4) mengontrol pekerjaan staf sesuai dengan yang telah direncanakan sebelumnya, dan (5) pimpinan memberikan penghargaan kepada karyawan berprestasi dengan memberikan apresiasi. Hasil penelitian dapat disarankan yaitu dari segi referensi yang mungkin masih sedikit, agar keterbatasan dan kekurangan tersebut dapat dipahami oleh pembaca dan peneliti selanjutnya untuk dapat diteliti lebih lanjut, dan dengan cakupan yang lebih luas dan dalam gaya kepemimpinan paternalistik tentunya dibutuhkan figur pemimpin yang mampu merangsang kreativitas bawahannya. Rendahnya kepemimpinan dalam menunjukkan sikap pemimpin dalam bekerja serta kurangnya kepemimpinan dalam menarik perhatian bawahan serta ketidakmampuan pimpinan dalam merangsang bawahannya dapat menyebabkan kelesuan dalam bekerja sehingga hal tersebut dapat diatasi dengan memperbaiki cara pimpinan berkomunikasi dengan bawahannya.

Kata Kunci: *Kepemimpinan Paternalistik, Kerjasama antara Stakeholder, Pelayanan Masyarakat*

1. INTRODUCTION

Leadership is a combination of a series of temperaments that allow a person to be able to encourage others to complete certain tasks. The word leadership cannot be separated from leadership, while what is meant by leadership is the ability of a leader to influence others, so that the person behaves as desired by the leader (Soerjono Soekanto, 1996: 318). According to Mumford (in Moedjiono, 1992:2), leadership is defined as the superiority of a person or several individuals in a group, in the process of controlling social symptoms.

Paternalistic leadership is an overprotective attitude that is more prominent accompanied by excessive affection (Kartono, 1983). Paternalistic leadership is fatherly leadership with traits that consider their subordinates as immature human beings, and give or almost never give opportunities to their followers and subordinates to develop their fantasies and creativity (Effendi, 2014). A leader who has a paternalistic leadership style rarely gives opportunities to his subordinates in giving unilateral decisions, subordinates seem to lack the right to convey their aspirations and ideas.

Along with the demand for the implementation of *good governance*, the demand for quality public services is also getting bigger. The government responded to this demand by setting 2004 as the year of improving public services. The government has also issued various policies in order to improve services, such as excellent service and minimum service standards. However, quality improvement is still not going as expected. The implementation of public services carried out by the government apparatus of South Kabaena District in various service sectors, especially those related to the fulfillment of civil rights and basic needs of the community (such as KK, KTP, UUG, IMB, Birth Certificate services and so on) is still not going well as expected. This can be seen, among others, from the many complaints or complaints from the public and the business world.

The office in South Kabaena as a service provider with the hope that the community can carry out its obligations to realize quality services. So that the community as citizens can feel and enjoy the principles of service that have been recommended. In fact, the service in South Kabaena has service quality standards, including: 1. Community complaint / complaint mechanism In this section, a suggestion box is placed in the service room. 2. The licensing process served at the integrated service office is not carried out in the relevant work unit. 3. The signing of the licensing document is carried out at the Integrated Service office by the head of the work unit related to licensing and non-licensing in accordance with the set schedule 4. Civil Servants in the Integrated Service Office are permanent employees and not entrusted

employees of related units. 5. The integrated service office workspace stands alone with a more reflective atmosphere equipped with a waiting room. 6. Transparency and accountability in the implementation of public services.

Problems related to *stakeholders* in the program management stage from the planning stage to the accountability stage still often arise from stakeholders at the district level, sub-district level, and village level. This is evidenced based on the researcher's initial interviews with several village-level stakeholders related to program management who stated that some tasks, principals, and functions have not been carried out as a whole by each stakeholder, there is still a lack of resources in program management, and there are still some targets that are missed in management.

However, there are still many obstacles faced by the community so that they are not satisfied with the service, this is because the service provided is not in accordance with the standards that have been set and is not in accordance with the principles of excellent service, namely simplicity of procedures, clarity, certainty of time, accuracy and so on. This simplicity can be seen from the conditions and procedures given to customers. The service activities carried out at the Office in South Kabaena, felt by the community so far are still far from the expectations of the community, both in the context of serving vertical government tasks and local government affairs.

The expected purpose of the study is to find out and analyze: paternalistic leadership in improving cooperation between stakeholders and community services in South Kabaena District

2. LITERATURE REVIEW

a. Leadership Theory

According to Sutrisno (2016:218) "Leadership is the process of directing and influencing activities related to the duties of group members". According to Fahmi (2016:122), "Leadership is a science that comprehensively studies how to direct, influence, and supervise others to do tasks according to planned orders".

According to Hasibuan (2010: 170), "Leadership is a way for a leader to influence the behavior of subordinates, in order to work productively to achieve organizational goals. The leadership of Pancasila is a leadership that has the spirit of Pancasila, which has the authority and power to bring along and lead the community around it into the awareness of community and state life based on Pancasila and the 1945 Constitution".

Meanwhile, according to Effendi (2014:183) "Leadership is an influencing activity with the ability to convince others to direct in the process of achieving predetermined organizational goals". In other words, leadership is defined as a series of structuring activities in the form of the ability to influence the behavior of others in certain situations in order to be willing to work together to achieve the goals that have been set

According to Gerungan (Sutrisno, 2016:219) the main tasks of leaders are: (1) providing a clear structure to the complex situations faced by the group; (2) supervising and channeling group behavior; and (3) to feel and explain the needs of the group to the outside world, both regarding the attitudes, hopes, goals, and concerns of the group.

Leaders in an organization have a very important role, not only internally for the organization concerned but also in dealing with various parties outside the organization, all of

which are intended to improve the organization's ability to achieve goals. According to (Sutrisno, 2016:219-221) these roles can be categorized in three forms, namely:

1. **Interpersonal Role** One of the demands that must be met by a manager is human skills. These skills are absolutely necessary because basically in carrying out his leadership, a manager interacts with other people, not only with his subordinates, but also with various interested parties, known as stakeholders, inside and outside the organization. That is what is meant by the interpersonal role that manifests itself.
2. **Informational Role** Information is an organizational asset that is critical in nature. It is said that this is because in the future it is difficult to imagine the existence of organizational activities that can be carried out efficiently and effectively without the support of absolute, reliable and reliable information because it is well processed.
3. **Role of Decision Making** This role takes three forms of a decision, which are as follows: (1) as an intrapreneur, a leader is expected to be able to continuously review the situation faced by the organization; (2) dampening, the willingness to take responsibility for taking corrective action when the organization faces serious disturbances that cannot be handled; (3) the distributor of funds and resources, authority or power most often manifests itself in the power to allocate funds and resources

There are quite a lot of leadership tasks, in carrying out these tasks a leader must be wise and responsible in carrying them out. According to (Sutrisno, 2016:229), but in this case only some important tasks will be described, including:

1. **As a Counselor**, a counselor is the duty of a leader in a work unit, by helping or helping human resources to overcome the problems they face in carrying out the tasks assigned to them.
2. **As an instructor** A leader at any level he or she is in, in fact, his position is attached to the task as an instructor, or as a good teacher to the human resources under him.
3. **Leading a Meeting** A leader at any level, at some point needs to hold a meeting and lead it. A plan that will be disused is usually preceded by a meeting, so that the implementation of the plan is easier to implement.
4. **Making Decisions** Among all the tasks that will be undertaken by HRM, the one that may be the most important is the task of making decisions. This decision-making is the only thing that distinguishes a leader. Therefore, the success of a leader is highly determined by decision-making skills, in times of great crisis.
5. **Delegating** Delegation Authority is also called delegation. A wise leader must delegate some of the duties and authority to his subordinates.

b. Paternalistic Leadership Theory

Cheng et al (2004) stated that paternalistic leadership is a leadership style that combines high discipline and authority, with the virtue of a father figure, and moral integrity in a personal atmosphere (Firidinata and Mas'ud, 2017). Paternalistic leadership style is the first form of leadership style (Democratic) and second (Dictatorial). Basically, the will of the leader must also apply, but by way or through democratic elements. This system can be likened to a "dictator" wrapped in "Democratic" (Arep and Tanjung, 2003 in Basuki, 2009).

Paternalistic leadership is a leadership style that upholds cultural values and morality in the organization (Firidinata and Mas'ud, 2017). According to Gibson, there are 4 general

patterns of leadership styles, namely authoritarian, paternalistic, laissez faire and democracy (Erlangga, Frinaldi and Magriasti, 2013). Paternalistic leadership is a leader whose role is colored by a fatherly attitude in the sense of protecting, protecting, and helping the members of the organization he leads. Paternalistic types of leaders are found in communities that are still traditional, generally in agrarian societies. The popularity of paternalistic leaders in such a community is due to factors such as strong ties primordial, extended family system, communicative community life, the role of customs that are very strong in social life, it is still possible to have intimate personal relationships between a member of society and another member of society.

According to Sukarna (1990:32-33), the advantages of this type of leadership are:

- 1) Leaders consider and are considered as fathers who protect and shelter and defend their children who are in difficulty.
- 2) The subordinates or followers are considered a big family that always receives guidance from the "Father" or leader.
- 3) The relationship between the leader and the leader is very close and applies a *pleasant* two-way communication.
- 4) The leader can convey complaints or difficulties, both in carrying out his work and in his life.
- 5) Leaders always try to provide help, both material and spiritual, to their subordinates who need it.
- 6) The leader feels security and tranquility in carrying out work, because there is a God father who protects.
- 7) Paternalistic leaders who have good morals do not selfish themselves, but devote themselves to the public interest.
- 8) Paternalistic Type Leaders with good morals always behave honestly and fairly towards those they lead.
- 9) Paternalistic leadership is always used as an example or idol by those he leads

c. Cooperation Between Stakeholders

The concept of collaboration comes from the Latin word *Collaborare* which means to work together. Collaboration is the process of sharing information, resources, and shared responsibility for planning, implementing, and evaluating an activity program in order to achieve goals (Camarihna Matos & Hamideh, 2008). In general, collaboration is seen as an interactive process that involves negotiation between organizations, the development and assessment of commitments, and the implementation of commitments to achieve self-interest and collective interests (Thomson, Perry, and Miller 2014). This is also explained by Thomson and Perry (2006), in a previous research article that the framework of collaboration shows that collaboration can occur over time when organizations interact both formally and informally through a process of negotiation that is carried out repeatedly, development and implementation of commitments. Djumiarti (2018) explained that there are several dimensions that can be seen through collaboration, namely:

- 1) Partnership for community development, consistency of development, and commitment between actors;
- 2) Collaboration as a tool for mutual negotiation and agreement;

- 3) Collaboration as a central point in the preparation of regulations as well as supervision and coordination;
- 4) Collaboration gives birth to a source of power and authority;
- 5) The commitment between the actors is visible;
- 6) Collaboration can motivate people involved in the program

Meanwhile, Gray in Barbara Gray and Donna J. Wood (1991) defines collaboration as a process that is passed by parties involved in various aspects of the problem to constructively explore the differences of thought they have in order to find solutions to the problem, so that they can go beyond the limits of their vision that is likely to occur. According to Nunamaker in Nabukenya (2005), collaboration can be interpreted as the extent to which people in an organization can combine their efforts to achieve a common goal. From these understandings, it can be understood that collaboration is a cooperative effort carried out between organizations through the implementation of commitments to achieve common goals.

d. Service Theory

Service is essentially a series of activities, therefore it is a process. As a process, the service takes place regularly and continuously, covering the entire life of people in the community. According to Moenir (2010) stated that the implementation of services can be measured, therefore standards can be set both in terms of the time required and the results. With the existence of management standards, it can plan, implement, supervise and evaluate service activities, so that the final results are satisfactory to the parties who receive services.

Delly (2012:58) stated that the service provided to the community requires quality. Services are provided by the government through its apparatus, although it does not aim to make profits, but still must prioritize the quality of service according to the demands, expectations and needs of the people served. The apparatus (employees) must be aware of their position and role as public servants. If in the eyes of the public the impression appears not to be so, it means that the service duties received so far are not wholehearted service products, but services that are only based on obligations as servants of the state.

The managers or leaders of public organizations, both at the top manager, middle manager, and low manager level, must understand and master the concept of the organization, because the organization is an administrative and management tool in implementing all policies made at the administrative and managerial levels, and management is a system that regulates the running of the organization, as well as important between the provider and recipient of public services. understand their respective rights and obligations, so that what is expected between the government that is obliged to provide fast, precise, effective, efficient, transparent, and accountable services can be realized. The community as service users can feel the direct benefits of the service, so that good service and excellent service can be realized, which of course starts from the system or management. And public services cannot stand alone, meaning that there are other factors or aspects that affect the provision of services, such as management aspects. Meanwhile, a good system that is managed or worked on by human resources who have competence in the field of service, can give birth to quality performance. Quality performance will give birth to quality outputs as well. Quality output in services can be characterized by public satisfaction.

e. Public Service Theory

Public services are the responsibility of the government and are carried out by government agencies, be it at the center, in the regions, and within State-Owned Enterprises or Regional-Owned Enterprises. Public services are in the form of public goods services and service services. Nowadays, the public is increasingly open in providing criticism for public services. Therefore, the administrative substance plays a very important role in regulating and directing all activities of the service organization in achieving goals.

Public service provider is any state administrative institution, corporation, independent institution formed based on the law for public service activities, and other legal entities formed solely for public service activities. The loss of public trust in public service providers will result in the destruction of the legal order and rules that are a prerequisite for a state sovereignty. Rules and regulations (rule and order) is the basic capital for the development of democracy and justice in society.

Lewis and Gilman (Hayat; 2017), argue that public service is a public trust. Public services are carried out responsibly and in accordance with existing provisions and regulations. The value of accountability for the services provided can provide confidence to the community about the services provided. Accountability for the aspects served is part of fulfilling public services to uphold their trust in the community. Public trust is the basis for realizing the achievement of good governance.

Mahmudi (2010) stated that public service is all service activities carried out by public service providers as an effort to meet public needs and implement the provisions of laws and regulations. In this case, what is meant by public service providers is government agencies which include:

- a. Work units/organizational units of ministries;
- b. Department;
- c. Non-departmental government agencies;
- d. The secretariat of the highest and highest institutions of the state, for example; the secretariat of the council (setwan), the state secretariat (setneg), and so on;
- e. State-owned enterprises (SOEs);
- f. State-owned legal entities (BHMN);
- g. Regionally Owned Enterprises (BUMD)
- h. Other government agencies, both central and regional, include agencies and agencies.

3. MINDSET

Examining the problem of paternalistic leadership in improving cooperation between stakeholders and community services in South Kabaena District, seems to be an issue that really attracts the attention of the author. Strategy is a series of fundamental decisions and actions made by top management and implemented by all ranks of an organization in order to achieve the organization's goals.

The role of leadership, which is very strategic and important for the achievement of the mission, vision and goals of an organization, is one motive that encourages humans to always investigate the intricacies of discussions related to leadership. In order to improve the image, work and performance of government agencies towards professionalism and support the creation of good governance, it is necessary to unify the direction and views for all levels of government which can be used as a guideline or reference in carrying out both managerial and

operational duties in all fields of duties and organizational units of government agencies in an integrated manner.

The function of the government in carrying out services can be seen as the overall service management activities carried out by the government where operationally it is carried out by government agencies in accordance with their authority, both services that are directly provided to the community and indirectly through certain policies. The implementation of effective and efficient sub-district government functions under supervision as a leader, is directed to realize services to the community so that the community can also participate in development. Based on the description above, the following framework can be described:

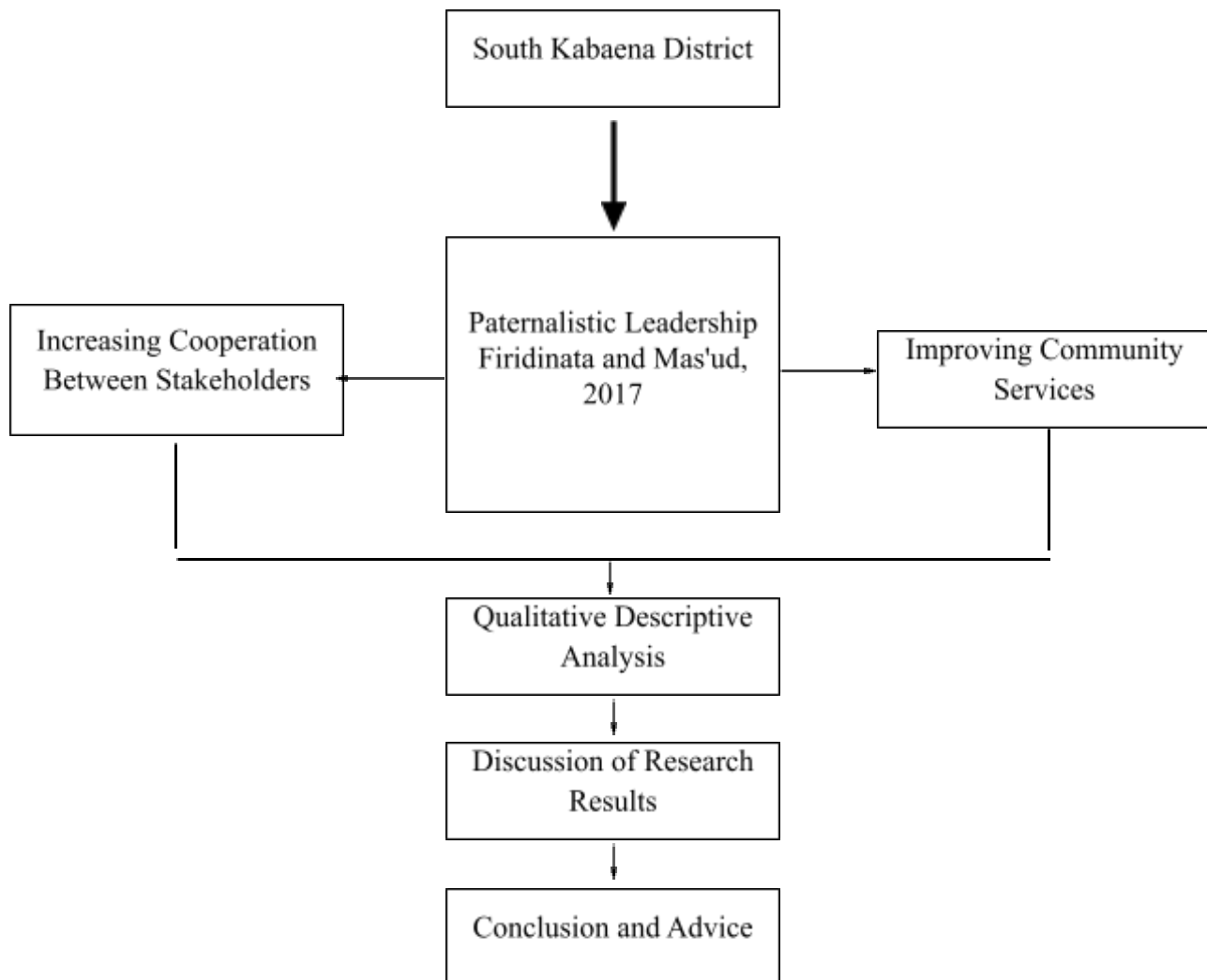


Figure 1 Research Mindset

4. RESEARCH METHODS

a. Research Design

The research design used by the author is qualitative descriptive. Qualitative research includes an inductive approach to the preparation of knowledge that uses research and suppresses subjectivity as well as the meaning of experience for individuals. According to Sugiyono (2011: 32) he defines a descriptive method as a method used to describe or analyze a research result but is not used to make a broader conclusion.

b. Types and Data Sources

The types of data for this research are:

1. Quantitative data is data in the form of numbers. In this case, in the form of report data, the number of employees and other quantitative data related to this research
2. Qualitative data is theoretical data. In this case, it is in the form of information and explanations from the authorities obtained from the results of interviews with informants.

The data used in this study are primary data and secondary data, with the following description:

1. Primary Data Primary data is research data obtained directly from data sources that are collected specifically and are directly related to the results being researched. The primary data used in this study is based on information from the background of South Kabaena District
2. Secondary Data Secondary data is data obtained from various media, including books, journals, articles, and/or data from websites.

c. Research Informant

The informant of this research who will provide various information needed during the research process is in South Kabaena District. And the informant is. 1 Principal (as a Representative of OPD Education), 1 Head of Puskesmas (as a Representative of OPD Health) and 1 Head of Village (as Village Leader in the South Kabaena District area).

d. Data Collection Techniques

1. The process carried out for data collection is Field Research, which is research that is directly carried out on the organization or object concerned, where it is taken by interview techniques or interviews with structured celebrations
2. Documentation is the collection of secondary data to obtain data that supports this research.

e. Data Analysis Techniques

The data analysis method used is adjusted to the purpose of the research, namely to describe and analyze a phenomenon by describing the focus of the research related to the problem being studied. In this study, a qualitative descriptive analysis method is used in accordance with the opinions of Miles and Huberman (2014:255) stating that there are four types of qualitative data analysis activities, As shown in the following picture.

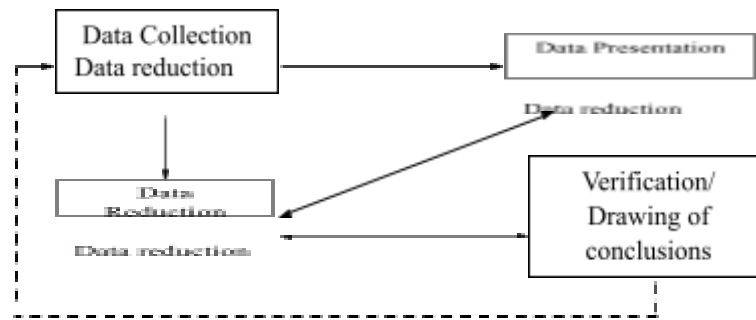


Figure 2. Interactive Model Data Analysis from Miles and Huberman (2014:255)

1. Data Reduction. The data obtained in the field is quite large, for that it needs to be recorded carefully and in detail.
2. Data Model (Data Display). Once the data is reduced, the next step is to display the data.
3. Withdrawal/Verification of Conclusions. The third step is drawing conclusions and verification.
4. The conclusion in qualitative research may be able to answer the formulation of the problem formulated from the beginning, but it may also not, because the problem and problem formulation in qualitative research are still temporary and will develop after the research is in the field. The conclusion in the qualitative research that is expected is a new finding that has never existed before.

f. Variable Operational Definition

1. Paternalistic leadership is a leadership style that upholds cultural values and morality in the organization.
2. Stakeholders are parties who have an interest in the organization that can influence or can be influenced by organizational activities, these parties are, the Principal, the Head of the Health Center.
3. Service is an action or activity that can be offered by one party to another party, which is basically intangible and cannot affect ownership.

5. RESEARCH RESULTS AND DISCUSSION

a. Research Results

Table 1 Table of Results of Interviews with the Principal

Research Questions	Interview Results Analysis
What leadership styles are used	The Leadership Style used is the Paternalistic Leadership Style. If there is a problem in the organization, it will be carried out by deliberation or meeting to find a solution together.
What training is provided to employees	If there are employees, training will be carried out for the first 3 months. Then

Research Questions	Interview Results Analysis
	employee training for promotion and system operations.
How is the work motivation carried out to improve employee performance	Incentives or Bonus Allowances, Promotions.

Table 2 Table of Results of Interviews with the Head of the Health Center

Research Questions	Interview Results Analysis
What leadership styles are used	The leadership style used is a wise leader in overcoming several problems, especially in a team problem. But sometimes leaders only pass orders to employees and do not give direct examples to employees.
What training is provided to employees	Providing examples of training to handle problems to employees
How is the work motivation carried out to improve employee performance	The motivation given: 1. Incentives or bonuses so that the work team is more enthusiastic about working. 2. Promotion for outstanding teams. 3. Allowances.

Table 3 Table Results of Interviews with Village Heads

Research Questions	Interview Results Analysis
What leadership styles are used	The leadership style used is open and always gives advice to employees. But sometimes leaders are not able to back up employees in work problems
What training is provided to employees	How to serve the community
How is the work motivation carried out to improve employee performance	Promotion

Table 4 Results of Triangulation of Data Sources

Question	1 reported	2 reported	3 reported	Conclusion
What leadership styles are used	Open Leadership Style. If there is a problem in the organization, it will be done with deliberation or meetings to	Wise Leadership Style in overcoming several problems, especially in a work team problem. However, sometimes it only forwards orders to employees and	The leadership style used is open and always gives advice to employees. But sometimes leaders are less able to back up employees	Leadership Style Used by the Leadership of South Kabaena District The leadership style is open and wise in dealing with a problem. However,

Question	1 reported	2 reported	3 reported	Conclusion
	find solutions together	does not directly give examples to employees.		sometimes it only forwards the employee's orders and does not provide an example
What training is provided to employees	If there are employees, training will be carried out for 3 months. Then employee training for system promotion and operation	Providing examples of training to handle problems to employees	How to serve the community	The training provided for employees is given 3 months of training. Interesting promotional ideas and additional information about a job
How is the work motivation carried out to improve employee performance	Incentives, Allowances, Promotion	Incentives so that the work team can be more enthusiastic to achieve goals in the organization.	Allowances, Promotion of Positions.	Work motivation to improve employee performance, namely Incentives, Allowances, and Promotion

Benevolent Leadership

Benevolent leadership has a good leadership concept that is different from other leadership concepts because its primary focus is on creating benefits, actions, or outcomes that can be observed in a mutually agreeable way. Virtue is defined as a philosophical belief in the potential of the human good and the corresponding belief that human beings are obliged to use their instinctive nature and develop an attitude of love and affection

This concerns the ability to articulate vision, ability, expertise and good action towards subordinates. This means that a leader must have charisma, ability, expertise, vision, and action in inspiring his subordinates to innovate and change the way they work. Therefore, a charismatic leader can be used as a role model, idol and role model for his subordinates

Good leadership effectively increases the productivity of subordinates so that subordinates feel compelled to respond and obey their superiors. Benevolent leadership as the ability of leaders to show thought, concern, and concern for the personal interests and welfare of subordinates. A benevolent leader wants to offer help to subordinates in line with the values of Confucian relationalism. Leaders pay special attention to the personal welfare of subordinates, provide motivational encouragement and pay attention to the welfare of their subordinate family members well. Kind leadership strongly encourages obedience and submission of subordinates, and is intended to improve the quality of relationships professionally.

Morale Leadership

This concerns the ability to motivate and inspire subordinates to grow their confidence in the ability to complete tasks/work. A leader cannot lead his subordinates if he does not motivate and provide inspiration on what and how to do tasks/work.

Leaders act by motivating and inspiring subordinates through giving meaning, participation and challenges to subordinates' tasks. The transformational leader's efforts in inspiring his followers to achieve unimaginable possibilities, challenged his subordinates to reach high standards

Based on the results of the informant's answers, it can be concluded that the ability to adapt to changes inside and outside the organization is almost the same as the definition of adaptability or flexibility carried out by Steers, namely how the organization's ability to change its standard operating procedures if the environment changes and to prevent rigidity to environmental stimuli. So with this ability, an organization is expected to be able to do something to adjust the surrounding environmental conditions and take action as soon as possible in responding to these changes.

Authoritarian Leadership

Authoritarian leadership in this case can be interpreted as the process of emerging and changing awareness of problems, problem solving, thinking and imagination, as well as beliefs and values. This process can be seen in the improvement of the conceptual, understanding and acumen of the subordinates in seeing the nature of the problems faced and in making solutions to the problems

The results of the informant's answer can be concluded that leaders and leadership are always needed anywhere and anytime, especially in the modern era now and in the future. Leadership is no longer based on talent and experience alone, but on planned preparation, training of prospective leaders.

Paternalistic types of leaders are found in communities that are still traditional, generally in agrarian societies. The popularity of paternalistic leaders in such a community is caused by factors such as strong primordial ties, extended family system, communicative community life, the role of customs that are very strong in community life, it is still possible to have an intimate personal relationship between a member of society and another member of society.

Leaders emphasize ideological goals that connect the group's mission to deep-rooted values, ideals, and aspirations shared by followers. In addition, charismatic leadership is also based on the extraordinary strength possessed by a person as a person. The meaning is very theological, because to identify the personal attraction inherent in a person, it must be based on the assumption that the steadiness and quality of the personality possessed is a gift of God. Because of his position, he can be distinguished from the average person, also because of the superiority of his personality, he is considered (even) believed to have supernatural powers, human beings are all special or at least special in the eyes of society.

b. Discussion of Research Results

The results of the study stated that the leadership behavior in South Kabaena District according to the perception of the informant was good. This is planted with the leader always

listening to suggestions, the leader always listening to the advice of others, the leader has good abilities, the leader has a good charisma, the leader is always loyal to the promises made, the leader is loyal to the work, the leader can make good decisions, the leader is good at making decisions, listening to suggestions from the leader, listening to the advice of others, the leader already has good abilities and the leader has a good charisma.

The benevolent leadership attitude applied by leaders in South Kabaena District, where leaders pay attention to subordinates who have spent a long time together very wisely, leaders show concern for subordinates and subordinate family members, and leaders try to understand the causes of poor subordinate performance.

Kind leadership or benevolent leadership It has four dimensions consisting of: (1) Morality based on business ethical values. Morality is one of the earliest dimensions that emphasizes the contribution of leaders in the form of responsibility to the organization and its members based on the values of the leader and ethics. Sutrisno (2016) defines the moral paradigm as a deep ethical perspective in leadership research and practice with a focus on the moral values and principles of business leaders. The emergence of the moral paradigm can be seen in the values required by ethics and the values contained in the organization. Since the 1980s, researchers have focused more on the study of managerial attitudes and behaviors in organizations and the remuneration of research is increasing.

Paternalistic leaders guide subordinates by demonstrating a high level of morality. Moral leadership is a reflection of high personal qualities from the employee's point of view. The moral *leadership* attitude shown by the leader of South Kabaena District is that the leader becomes a role model for his subordinates, the leader is not selfish and does not use personal relationships to gain personal benefits, the leader does not use authority as a leader to seek privileges and does not recognize praise or appreciation for the achievements of subordinates for themselves

6. CONCLUSIONS AND SUGGESTIONS

Conclusion

Based on the results of research on paternalistic leadership in increasing cooperation between stakeholders and community services in South Kabaena District, that leaders have the ability to speak (communicate), leaders give decisions based on the truth, namely must have an understanding of the work of their subordinates, such as their duties and authorities must be well understood, leaders are fair and equitable to each subordinate, firm and disciplined and can regulate or give instructions correctly in accordance with the rules of rights and obligations to each subordinate, the leader encourages his welfare such as salary increases and higher position promotions.

Suggestion

1. In terms of references that may still be few, I hope that these limitations and shortcomings can be understood by readers and future researchers to be able to be further researched, and with a wider scope
2. In a paternalistic leadership style, of course, a leader is needed who is able to stimulate the creativity of his subordinates. The low leadership in showing the leader's stance in working also the lack of leadership in attracting the attention of subordinates and the inability of the leader to stimulate his subordinates can cause lethargy in working so

this can be addressed by improving the way the leader communicates with his subordinates, two-way communication can increase the enthusiasm and trust of an employee towards his superiors as well as the leader must be able to stimulate creativity by always giving Appreciation for the ideas that employees give and leaders must be able to attract the attention of subordinates so that they are motivated to do more than initially expected, if an employee feels noticed and listened to his ideas, then automatically the desire to continue to explore in the way of working will continue to increase and automatically the individual's ability will become higher

7. BIBLIOGRAPHY

- Agus Dwiyanto. 2011. Public Service Management; Caring, Inclusive, and Collaborative. Second Edition. Gadjah Mada University Press. Yogyakarta.
- Andiwilaga, Rendy. 2016. Indonesian Government Leadership (Theory and Practice). CV Budi Utama. Yogyakarta.
- Cheng, Meng-Yu and Lei Wang, 2004, "The Mediating Effect of Ethical Climate on the Relationship Between Paternalistic Leadership and Team Identification: A Team Level Analysis in the Chinese Context", *J Bus Ethics*, No. 129, pp. 639 – 654.
- Delly Mustafa, 2012. Government Bureaucracy. Makassar: Alfabeta
- Effendi, Usman. 2014. Fundamentals of Management. Jakarta: Rajawali Press.
- F. Irham. (2016). Introduction to Human Resource Management: Concept and Performance. Media Discourse Partner: Jakarta.
- Fandy Tjiptono. 1997. Principles of Total Quality Service. Andi; Yogyakarta.
- Hardiansyah. 2011. Quality of Public Services. Yogyakarta: Gava Media.
- Hasibuan, Malayu S. P. 2010. Human Resource Management. Jakarta. PT Bumi Aksara.
- Life. 2017. Public Service Management. Rajawali Press. Jakarta.
- Inu Kencana. (2003). *Indonesian Government Leadership*. Bandung: Refika Aditama.
- Mahmudi. 2010. Public Sector Performance Management. Second Edition. UPP STIM YKPN. Yogyakarta.
- Miles, M.B, Huberman, A.M, & Saldana, J. (2014). Qualitative Data Analysis, A Methods Sourcebook, Edition 3. USA: Sage Publications. Terjemahan Tjetjep Rohindi Rohidi, UI-Press.
- Moenir, 2010. Public Service Management in Indonesia. Bumi Aksara : Jakarta.
- Resdiana, E. (2016). Innovative Leadership in Improving Public Services. *PUBLIC CORNER*, 11(2).
- Runtu, J. G. (2013). The leadership style of the sub-district in improving public services in Tenga District, South Minahasa Regency. *GOVERNANCE*, 5(1).
- Sahabuddin, A., Agustang, A., & Idkhan, A. M. (2021). Leadership Function in Improving Public Services at the Makassar District Office. *Journal Governance and Politics (JGP)*, 1(2), 118-126.
- Sangkala. 2012. Dimensions of Public Management. Wave. Yogyakarta.
- Sirimasa, N., Pioh, N., & Kairupan, J. (2018). The leadership of the village head in improving public services in Jangailulu Village, Loloda District, West Halmahera Regency. *Executive Journal*, 1(1).
- Sutrisno, Edy. 2016. Human Resource Management. Eighth Print. Jakarta: Prenadamedia Group.

- Sunyoto. (2016). Human Resource Management. Jakarta: PT Buku Seru.
- Sugiyono. (2011). Quantitative, Qualitative and R&D Research Methods. Bandung: Alfabeta.
- Thoha, M. 2013. Leadership in Management a Behavioral Approach, ninth edition, Jakarta: PT. King Grafindo Persada.
- Thomson, A.M & Perry, J.L. (2006). Collaboration processes: Inside the black box. *Public Administration Review*, 66(1), 20-32.
- Wanna. 2008. Collaborative Governance: A New Era Of Public Policy In Australia?. Australia: ANU E Press