

# **The Influence of Behavior Regional Representatives Council(DPRD) Leaders on the Implementation of Supervision Function Policies and Effectiveness of Government Administration in Boalemo Regency**

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## **Abstract**

The purpose of this study was to analyze the influence of Regional House of Representatives (DPRD) Leaders' Behavior on the Implementation of Policies on Supervision Functions and Effectiveness of Government Administration in Boalemo Regency. This study uses a quantitative approach with the ex-post facto method. The data analysis technique used Structural Equation Model based on Partial Least Smart (SEM-PLS). The results showed that the behavior of the DPRD leadership had a positive effect of 75.90% and was significant on the implementation of the supervisory function of the DPRD. Then the behavior of the DPRD leadership had a positive effect of 63.50% and was significant on the effectiveness of regional government administration. Based on the results of the study, it shows that implementing inspirational motivation in an effort to increase work motivation, then implementing Motivation Maintenance in work motivation. The Regional Head as a government administrator has not been maximal in carrying out his duties as head of government, and the DPRD has not fully implemented the administration of government, especially in the implementation of the supervisory function.

**Keywords:**Leadership Behavior, Work Motivation, DPRD Supervision Function, Effectiveness of Regional Government Administration.

## **INTRODUCTION**

The implementation of the supervisory function by the DPRD tends not to be carried out as it should. This can be seen in the indications of the ineffectiveness of the supervisory function of the DPRD, in terms of the strategy for implementing the policy of the supervisory function that has not been effective with its indicators, planning procedures that have not been well targeted as mandated by regional autonomy, the stages of implementing control activities that are not up to standard, as well as controlling the implementation of activities. ineffective government.

One of the functions of the board that is central to the attention and discussion of all groups is the supervisory function (Manan, 2002). In administrative science, the supervisory function contains institutional actions that are preventive in nature, and preventive which implies evaluating and supervising local government programs (Daniguelo, 2020). Because it implies evaluating, the consequence is that all local

government policies in carrying out their programs are not necessarily countered by supervision. What needs to be emphasized is that the supervisory function does not have repressive or executor power to cancel a local government program as long as the program is intended for regional development. Furthermore, it was stated that in implementing the supervisory function of the DPRD, the behavior of the DPRD leadership is very important to be a motivation for DPRD members in carrying out the supervisory function institutionally. This can be seen in the attitude of the leadership in making strategic decisions for the public interest, the DPRD leadership must prioritize institutional decisions, not be influenced by the political communication of the regional head with the DPRD leadership.

Supervision is an important part in the process of governance. Without a control function, power in a country will run according to the will and interpretation of the power maker. Supriady (2005) suggests that in general, there are at least three assumptions that always arise regarding the implementation of the functions of the DPRD, namely, first that the DPRD is considered incapable of carrying out its functions as a balanced and effective partner of the regional head. This assumption is generally held by political observers who tend to judge that the role of regional heads is still quite dominant in the administration of regional government. Second, the DPRD is considered to be too far in interfering with the duties of the regional head, so that it tends to deviate from its main function as a regional government body that carries out the legislative function.

This fairly large function owned by DPRD members allows it to be misused for the political interests of DPRD members themselves, while development interests are sometimes neglected. Realities like this are political practices that often occur in the DPRD as a respectable institution (Anani et al., 2020) because it carries out the main tasks directly from the people as objects of development. We can observe this condition during the preparation of the RAPBD and the submission of the regional head accountability report to the DPRD. At this time is a very critical moment because it can give birth to practices of political conspiracy so that it needs serious attention from all levels of society as supervisors who, even though they are not institutionalized, are given the opportunity by the constitution.

This behavioral approach views that leadership can be learned from behavior patterns, and not from the traits (traits) of leaders. The reason a person's nature is difficult to identify. Some experts believe that behavior can be learned, meaning that people who are trained in appropriate leadership behaviors will be able to lead effectively. The concept of leadership behavior arises because it assumes that the concept of leadership traits is not able to produce effective leadership, because traits are difficult to identify. Yulk (2007:106), explains that the behavior of leaders towards subordinates there are 4 forms of behavior, namely (1) there is more emphasis on the task; (2) some are more concerned with relationships; (3) some are concerned with both; and (4) some ignore both.

There are also researchers who say that the manifestation of leader behavior with a subordinate orientation is (1) an emphasis on superior-subordinate relationships, (2) the leader's personal attention to satisfying the needs of his subordinates, and (3) accepting the differences in personality, abilities and behaviors that exist in the subordinates. So in this theory the leader should not look at the origin of the political party but must prioritize the institution being led.

Sartono (2004) concludes that effective public leadership to implement a trustworthy government requires leaders with visionary, unifying, empowering, emotional-ratio control characters, and have integrity. The roles that must be carried out are the roles of influencing, motivating, interpersonal roles, informational roles, and decision makers. Bennis (2003:67) concludes seven important attributes in leadership, namely: (1)

technical skills; (2) conceptual skills; (3) track records; (4) personal skills; (5) taste; (6) considerations; and (7) characters.

Sunindhia (1993) explains that a leader must have mandatory characteristics and conditions, namely; (1) Leaders must be sensitive to the environmental climate, must listen to suggestions, advice, and views from the people around them. The more information he gets, the more stable his views are situationally; (b) The leader must be an example in his environment, at least he must be a role model in everything he instructs, teaches, and expects from his subordinates/followers; (c) Leaders must be loyal and loyal, loyal to their promises, loyal to their organization, loyal to their subordinates and loyal to their work; (d) Leaders must be able to make decisions, meaning: they must be smart, capable and dare to make decisions after all relevant factors are taken into account. Courage in the sense of being morally courageous with full responsibility, and not running away if there are consequences that demand accountability. Buhler (2004) provides an opinion about the importance of motivation in improving employee performance, that motivation is basically a process that determines how much effort will be devoted to carrying out the work.

Motivation which is the impetus to work is very decisive for the achievement of a goal, so the work of employees is very dependent on every organization/company in growing the highest work motivation for its employees. The relationship between motivation and employee work results is supported by the results of research by Ahmed et al., (2010) on Motivation and Impact on Job Performance in 2010 in Pakistan, which states that there is a significant relationship between motivation and the implementation of workers' tasks. In addition, other research that investigates the relationship between motivation and the implementation of duties and job functions, namely research conducted by Djumino (2010), Liu (2007) obtained the same results that motivation significantly affects the results of the implementation of employee duties and functions. This shows the importance of work motivation factors in addition to leadership factors on the implementation of the supervisory function of DPRD members in increasing the effectiveness of governance in the DPRD of Boalemo Regency.

There are also factors that determine the success of policy implementation, such as: communication between DPRD and OPD leadership that has not been effectively implemented, DPRD resources that have not been optimally supported the implementation of supervision, not to mention the DPRD's attitude that has not been consistent with regulations, bureaucratic/institutional structure of DPRD not fully support the process of government oversight. Likewise, the mentality, system, and network of cooperation are in fact not as expected, and in the end efforts to realize the effectiveness of government administration are still far from the expectations desired in regional autonomy regulations.

From these facts, it can actually be said that there are not a few theories and empirical facts that confirm that the effectiveness of the administration of government does not run according to expectations as the principles of regional autonomy. However, is it true that the behavior of the DPRD leadership, the work motivation of DPRD members, and the implementation of the supervisory function policy can increase the effectiveness of regional government administration? This is what attracts researchers to carry out research activities. This study aims to determine and analyze the behavior of DPRD leaders towards the implementation of the supervisory function policy and the effectiveness of the implementation of regional government in Boalemo Regency.

## **METHODS**

This study uses a quantitative approach because the research problem is the influence of DPRD Leadership Behavior, DPRD Member Work Motivation, and the Implementation of DPRD Supervision

Function Policies on the Effectiveness of Regional Government Administration in Boalemo Regency, both directly and indirectly, researched based on positive (positive) theories. This study uses the Ex-Post Facto method, because the research variables consisting of the Behavior of DPRD Leaders, Work Motivation of DPRD Members, Implementation of DPRD Supervisory Function Policies, and Effectiveness of Regional Government Administration in Boalemo Regency are examined based on facts that have been and are currently happening. The type of research used is ex post facto. This study uses a correlational design. Causal research is a research that involves collecting data to determine whether there is a relationship and the degree of relationship between two or more variables. Correlation research is used in this study with several considerations, namely: (a) Correlation research is appropriate if the variables are complex and the research is not possible to manipulate and control variables as in experimental research; (b) Allows variables to be measured intensively in real (environment) settings; and (c) Allows researchers to obtain a significant degree of association. The instruments in this study were Questionnaires, Documentation and Literature Studies, and Interviews. The population in this study is the entire apparatus in the Secretariat of the Boalemo Regency Council and the OPD Leaders who are partners with DPRD members with a total population of 104 people, consisting of; (a) Leaders and Members of DPRD of Boalemo Regency = 25 people; (b) OPD leaders = 34 people; (c) Echelon III and IV Structural Officials at the DPRD Secretariat = 9 people; (d) Executor/Faction Expert Staff = 36 people.

## **RESULTS AND DISCUSSION**

### **Validity and Reliability Test Results of the Suitability of the Measurement Model**

#### ***1. Appropriateness of the Measurement Model for the Implementation Variables of the DPRD Supervision Function Policy ( $I_1$ ).***

The results of the suitability test of the measurement model for the DPRD Supervision Function Policy Implementation variable ( $I_2$ ) can be seen in the first order test of the reflexive indicator construct as shown in Figure 4.6 below:

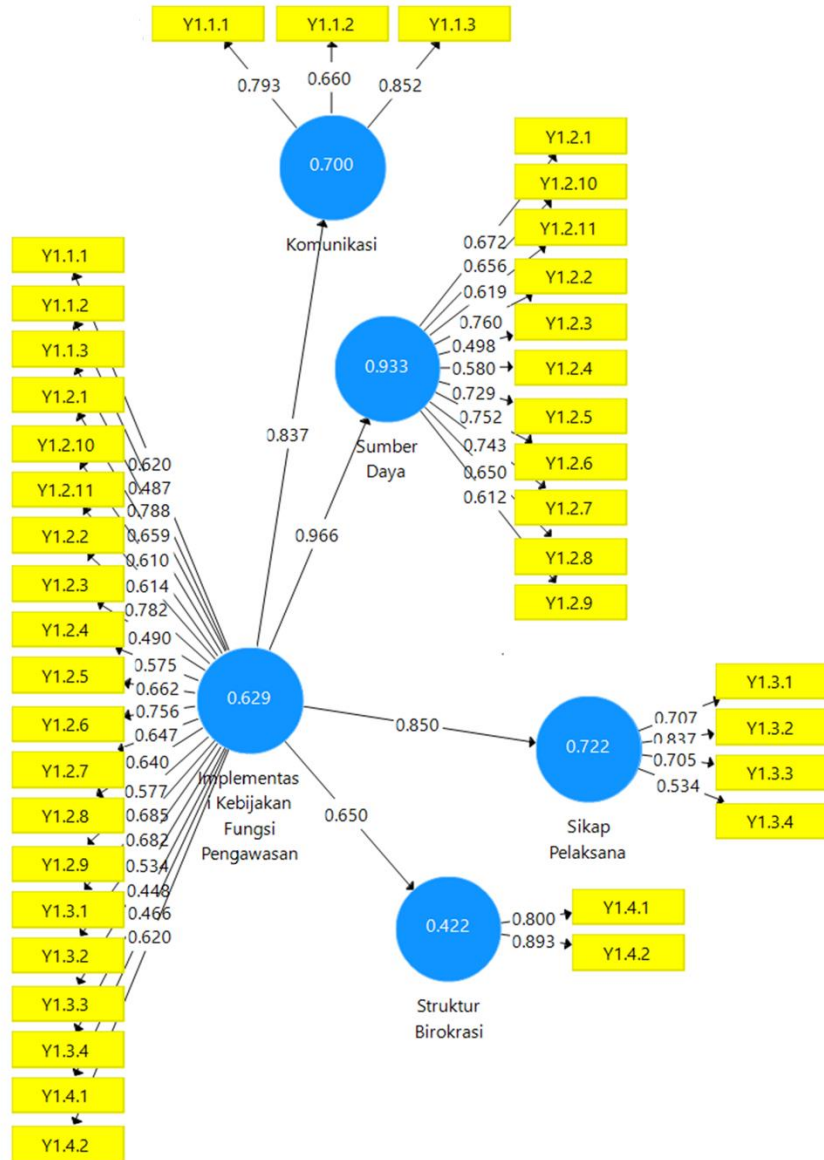


Figure 1. First Order Reflective Indicator Variables Policy Implementation of DPRD Supervision Function.

The results of the validity test of each construct indicator forming the model from the image above are summarized in table 1 as follows:

Table 1. Validity Test of Construct Indicator Variables Policy Implementation of DPRD Supervision Function

No	Indicator	Convergent Validity	
		Loading Factor	Description
1.	Y 1.1.1	0,793	Valid
2.	Y 1.1.2	0,660	Valid
3.	Y 1.1.3	0,852	Valid
4.	Y 1.2.1	0,672	Valid
5.	Y 1.2.2	0,656	Valid

6.	Y <sub>1.2.3</sub>	0,619	Valid
7.	Y <sub>1.2.4</sub>	0,760	Valid
8.	Y <sub>1.2.5</sub>	0,498	Invalid
9.	Y <sub>1.2.6</sub>	0,580	Valid
10.	Y <sub>1.2.7</sub>	0,729	Valid
11.	Y <sub>1.2.8</sub>	0,752	Valid
12.	Y <sub>1.2.9</sub>	0,743	Valid
13.	Y <sub>1.2.10</sub>	0,650	Valid
14.	Y <sub>1.2.11</sub>	0,612	Valid
15.	Y <sub>1.3.1</sub>	0,707	Valid
16.	Y <sub>1.3.2</sub>	0,837	Valid
17.	Y <sub>1.3.3</sub>	0,705	Valid
18.	Y <sub>1.3.4</sub>	0,534	Valid
19.	Y <sub>1.4.1</sub>	0,800	Valid
20.	Y <sub>1.4.2</sub>	0,893	Valid

Source: Processed data, 2020.

According to the results of the validity test (loading factor) in table 1 above, of the 20 indicators only indicators Y<sub>1.2.5</sub> the rest of the invalid ones are valid because the loading factor value has met the convergent validity value, which is all above 0.5. Therefore, the indicator Y<sub>1.2.5</sub> was removed to be removed from the measurement model because it did not meet the convergent validity value. After deleting invalid indicators, the next step is to test the validity of the Variable Model Implementation of the DPRD Supervision Function Policy, the results of which can be seen in table 2 as follows:

Table 2. Testing the Validity of the Conformity of the Variable Model Implementation of the DPRD's Supervisory Function Policy

Variable	Dimension	Convergent Validity		Discriminant Validity	Description
		Loading Factor	AVE	Cross Loading	
Implementation of the DPRD Supervision Function Policy	1. Communication	0,837	0,597	0,773	Valid
	2. Resources	0,966	0,443	0,666	Valid
	3. Implementing attitude	0,850	0,496	0,704	Valid
	4. Bureaucratic Structure	0,650	0,718	0,847	Valid

Source: Processed data, 2020.

Based on table 2 above, it can be seen that the four dimensions that form the model for the Variable Implementation of the DPRD Supervision Function Policy are valid, this can be seen from the Loading Factor of each dimension more than 0.5 while for AVE below 0.5 it can still be accepted as long as it is not below 0.4 (Chin, 1998 in Ghazali and Latan, 2015). Likewise with the Cross Loading value for the four dimensions above 0.5 so that based on the results of this test it can be said that all dimensions are valid. In addition to the construct validity test as above, a construct reliability test was also carried out which was measured by two

criteria, namely Composite Reliability and Cronbach Alpha. The results of the model suitability reliability test can be seen in table 3 as follows:

Table 3. Reliability Test of Conformity of Variable Model Implementation of DPRD Supervision Function Policy

Variable	Dimension	Reliability		Description
		<i>Cronbach's Alpha</i>	<i>Composite Reliability</i>	
Implementation of the DPRD Supervision Function Policy	1. Communication	0,664	0,815	Reliable
	2. Resources	0,871	0,896	Reliable
	3. Implementing attitude	0,654	0,793	Reliable
	4. Bureaucratic Structure	0,614	0,836	Reliable

Source: Processed data, 2020.

Table 3 above shows the results of the reliability test of each model-forming dimension for the policy implementation variable. DPRD Supervision Function is reliable. This is based on Cronbach's Alpha value above 0.50. Likewise with the results of the reliability test by looking at the Composite Reliability value, where the values of all dimensions are above 0.50.

So, based on the test results above, it can be concluded that all the dimensions of the model-forming variables of the DPRD Supervisory Function Policy Implementation have very good reliability.

## ***2. The Suitability of the Measurement Model for the Variables of Effectiveness of Government Administration (I<sub>2</sub>).***

The results of the suitability test of the measurement model for the variable of Effectiveness of Government Administration (I<sub>2</sub>) can be seen as shown in Figure 2 below:

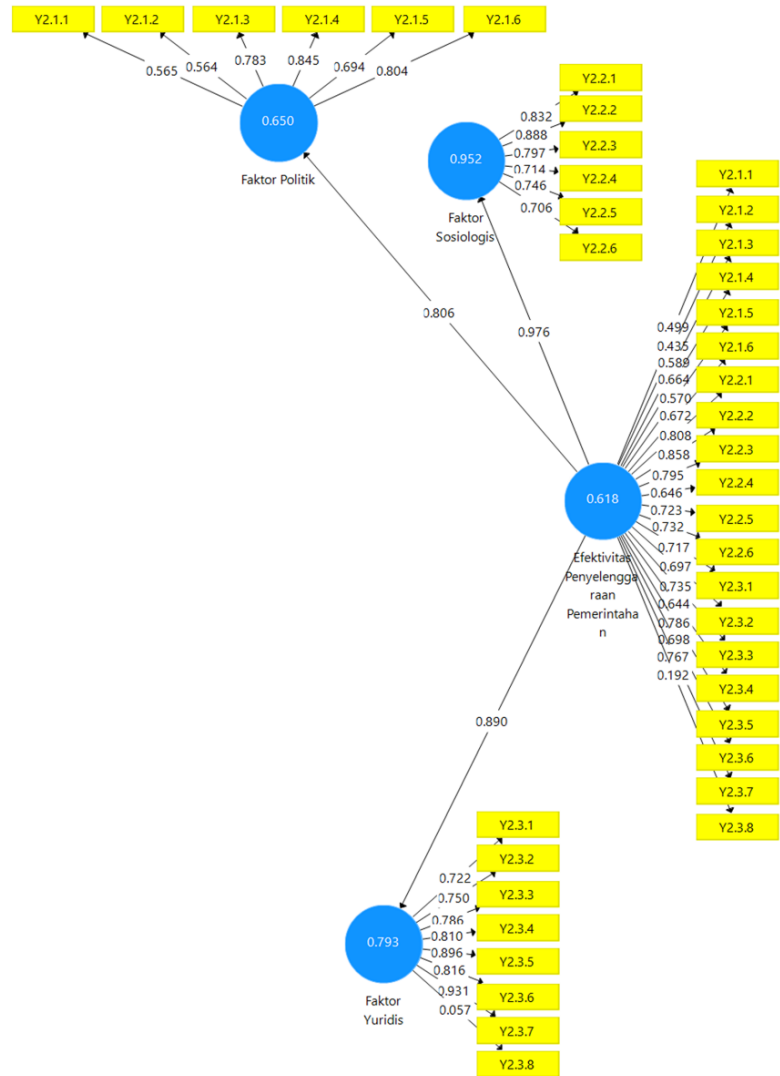


Figure 2. First Order Reflective Indicators of Effectiveness of Governance Variables.

Based on the results of the validity test of each construct indicator forming the model for the Effectiveness of Governance (I<sub>2</sub>) variable as shown in Figure 4.7 above, the results of the construct indicator validity test scores based on the loading factor are summarized as shown in table 4 as follows:

Table 4. Test the Validity of Construct Indicators for Effectiveness of Governance Variables

No	Indicator	Convergent Validity	
		Loading Factor	Description
1.	Y <sub>2.1.1</sub>	0,565	Valid
2.	Y <sub>2.1.2</sub>	0,564	Valid
3.	Y <sub>2.1.3</sub>	0,783	Valid
4.	Y <sub>2.1.4</sub>	0,845	Valid
5.	Y <sub>2.1.5</sub>	0,694	Valid
6.	Y <sub>2.1.6</sub>	0,804	Valid



7.	Y <sub>2.2.1</sub>	0,832	Valid
8.	Y <sub>2.2.2</sub>	0,888	Valid
9.	Y <sub>2.2.3</sub>	0,797	Valid
10.	Y <sub>2.2.4</sub>	0,714	Valid
11.	Y <sub>2.2.5</sub>	0,746	Valid
12.	Y <sub>2.2.6</sub>	0,706	Valid
13.	Y <sub>2.3.1</sub>	0,722	Valid
14.	Y <sub>2.3.2</sub>	0,750	Valid
15.	Y <sub>2.3.3</sub>	0,786	Valid
16.	Y <sub>2.3.4</sub>	0,810	Valid
17.	Y <sub>2.3.5</sub>	0,896	Valid
18.	Y <sub>2.3.6</sub>	0,816	Valid
19.	Y <sub>2.3.7</sub>	0,931	Valid
20.	Y <sub>2.3.8</sub>	0,057	Invalid

Source: Processed data, 2020.

Based on the results of the convergent validity test on the loading factor as shown in table 4 above, from the 20 indicators tested, there is one indicator that has a loading factor value below 0.5, namely the Y2.3.8 indicator. Therefore, the indicator is removed from the model because it does not meet the convergent validity test, in addition to ensuring that all construct indicators have been declared valid.

Next, test the validity of the model suitability from the dimensions of the model-forming. The results of the validity test of the suitability of the model for each dimension for the variable of Effectiveness of Government Administration can be seen in table 5 as follows:

Table 5. Test the Validity of the Conformity of the Variable Model for the Effectiveness of Government Administration

Variable	Dimension	Convergent Validity		Discriminant Validity	Description
		Loading Factor	AVE	Cross Loading	
Effectiveness of Government Administration	1. Political Factor	0,806	0,515	0,718	Valid
	2. Sociological Factors	0,976	0,614	0,783	Valid
	3. Juridical Factor	0,890	0,587	0,766	Valid

Source: Processed data, 2020.

Based on table 5 above, it can be seen that all of the dimensions that make up the model have a loading factor value above that exceeds the 0.5 limit value and also has an AVE (Average Variance Extracted) value above the 0.5 limit value. Likewise, the results of the cross loading test (discriminant validity) have a value above the limit value of 0.5. Thus it can be concluded that the results of the model suitability test for the variable of Effectiveness of Governance from the five dimensions above have good enough validity because they have met convergent validity and discriminant validity. In addition to the

results of the validity test (convergent validity and discriminant validity) above, the results of the reliability test (Cronbach's Alpha and Composite Reliability) are also displayed with the results of the model suitability reliability test for the model-forming dimensions of the Effectiveness of Government Administration variable as shown in table 6 as follows:

Table 6. Reliability Test of the Conformity of the Variable Model of Effectiveness of Government Administration

Variable	Dimension	Reliability		Description
		Cronbach's Alpha	Composite Reliability	
Effectiveness of Government Administration	1. Political Factor	0,805	0,862	Reliable
	2. Sociological Factors	0,872	0,904	Reliable
	3. Juridical Factor	0,872	0,910	Reliable

Source: Processed data, 2020.

From table 6 above, it shows that each of the three dimensions that form the model for the variable of Effectiveness of Government Administration is reliable. This can be seen from the reliability test scores of Cronbach's Alpha and the composite reliability test scores, all of which are above 0.5 and even above 0.80. Based on the reliability test above, all dimensions forming the variable model of Effectiveness of Government Administration have met the reliability value of Cronbach's Alpha and Composite Reliability

### Hypothesis test

#### 1. Hypothesis Testing the Influence of DPRD Leaders' Behavior on the Implementation of Supervision Function Policies [(ξ<sub>1</sub>) → (I<sub>1</sub>)]

In the measurement model, the latent variable of Leadership Behavior is composed of four manifest variables, namely Sensitivity, Exemplary, Loyal, and Decision Making. In the measurement model, the results of the evaluation of the inner model of DPRD Leadership Behavior can be seen in table 7 below:

Table 7. Evaluation of the Inner Model of DPRD Leadership Behavior.

No.	Dimensions of Variable Shaping of DPRD Leaders' Behavior	Coefficient Value	T Statistics	P-Value	Conclusion
1.	Sensitive	0,923	35,181	0,000	Significant
2.	Exemplary	0,947	59,283	0,000	Significant
3.	Loyal	0,972	126,018	0,000	Significant
4.	Make decisions	0,833	13,578	0,000	Significant

Source: Processed data, 2020.

Based on the results of the evaluation of the inner model in table 7 above, it can be seen that the loading factor in the first Order dimension construct of Sensitive, Exemplary, Loyal, and Decision-Making is significant at 5%, this is indicated by the T statistic value above the t table value of 1.96 which means that

the Behavioral Construct of DPRD Leaders is formed by four dimensions with a coefficient of influence of Sensibility of 92.3%, Exemplary of 94.7%, Faithful of 97.2%, and Decision Making of 83.3%.

As for the loading factor on the Second Order path from the DPRD Leadership Behavior variable, it can be seen in table 8 below:

Table 8. Evaluation of the Pathway of Influence of the Behavioral Model of DPRD Leaders on the Implementation of the Supervision Function Policy.

Path of Influence (→)	Coefficient Value	T Statistic	P-Value	Conclusion
Behavior of DPRD Leaders → Implementation of Supervision Function Policy. [(ξ <sub>1</sub> ) → (η <sub>1</sub> )]	0,759	7,971	0,000	Significant

Source: Processed data, 2020.

From table 8 above, it can be seen that the loading factor in the Second Order of DPRD Leadership Behavior towards the Implementation of the Supervisory Function Policy is significant at 5% because the T-Statistic value is above the t table value of 1.96. Likewise, the P-Value value of 0.000 is at a significance value of P-Value < 0.05 with a coefficient of influence of 0.759 or 75.9%.

Because the value of the effect coefficient is 0.759 and the t statistic is 7.971 which is greater than the t table of 1.96 at alpha 0.05, thus for hypothesis testing, it can be concluded that H1 is accepted, H0 is rejected or in other words there is a significant positive influence on Leadership Behavior. DPRD on the Implementation of the Supervision Function Policy in the DPRD of Boalemo Regency.

## 2. Hypothesis Testing the Effect of Leadership Behavior on the Effectiveness of Government Administration [(ξ<sub>1</sub>) → (η<sub>2</sub>)]

The results of the hypothesis test of the influence of leadership behavior on the effectiveness of government administration can be seen in table 9 below:

Table 9. Evaluation of the Pathway of the Influence of the Leadership Behavior Model on the Effectiveness of Government Administration.

Path of Influence (→)	Coefficient Value	T Statistic	P-Value	Conclusion
Leadership Behavior → Effectiveness of Government Administration [(ξ <sub>1</sub> ) → (η <sub>2</sub> )]	0,635	3,163	0,002	Significant

Source: Processed data, 2020.

Based on the results of the evaluation of the path of influence of the model in table 9 above, it can be seen that the loading factor in the second order of Leadership Behavior on the Effectiveness of Government Administration is significant at 5% because the T-Statistic value of the second order is 3.163 which has a

value above the t-table value of 1.96. . Likewise, the P-Value value of 0.002 is at a significance value of P-Value <0.05 and the coefficient of influence is 63.5%.

Because the value of the coefficient of influence is 0.635 and the t statistic is 3.163, which is greater than the t table of 1.96 at alpha 0.05, thus for hypothesis testing, it can be concluded that H1 is accepted, H0 is rejected or in other words there is a positive and significant influence. Leaders on the Effectiveness of Governance in the DPRD of Boalemo Regency.

## DISCUSSION

### 1. The Influence of Leadership Behavior on the Implementation of DPRD Supervisory Function Policies.

The results of the hypothesis test of the effect of leadership behavior on the implementation of the DPRD's supervisory function policy shows that the leadership's behavior on the implementation of the DPRD's supervisory function policy has a significant effect. This means that stronger leadership behavior has a high tendency to improve the implementation of the DPRD's Supervisory Function Policy. The significant influence of leadership behavior shows that leadership behavior is a determinant of the implementation of the DPRD's Supervisory Function Policy. This means that the implementation of the supervisory function of the DPRD in the Regency DPRD. Boalemo is largely influenced by Leadership Behavior.

The results of this study are consistent with the results of Mustikawati's (2011) research on the analysis of the behavior of DPRD leaders and members in carrying out DPRD functions in Jember Regency, with the results of her research that leadership behavior has a significant and positive correlation to the DPRD supervisory function with a correlation of determination of 45.9 %. The results of this study are also in line with the results of Praptomo's research (2016) on the implementation of the DPRD's supervisory function on the implementation of regional regulations in Kutai Kartanegara Regency which shows that the better the implementation of the supervisory function is influenced by how much the role of DPRD leadership behavior in making the supervisory function more effective.

The consistency of the results of this study with the results of other studies also strengthens the results of the study that the implementation of the Supervisory Function of the DPRD Kab. Boalemo can be improved through the behavior of DPRD leaders. This result is in accordance with the view of Muchsan (2000), that in order to control and make the system and supervisory function effective, it is necessary to have leadership behavior that protects as well as becomes a role model for the actions and behavior of government officials as government activists. Nurturing behavior and behavior as a source of exemplary from the leadership is mandatory to control and control the activities of government oversight activities to be in accordance with the Post Pactum or existing main functions. The nature of the arbitrariness of the officials and leaders should at least be prevented early and eliminated as much as possible.

The significant influence of leadership behavior on the implementation of the DPRD Supervisory Function policy is caused by behavioral factors being a source of stimulus that generates and strengthens the response of DPRD members in carrying out DPRD supervisory functions as evidenced by the test results of the influence of Leadership Behavior on the implementation of DPRD Supervisory Function policies which are significant. This is in line with the Exemplary Leadership approach proposed by Kouzes & Posner (2007) that subordinates or followers expect a leader who is enthusiastic, full of enthusiasm, and has a positive view of the future. Leaders are expected to be able to provide inspiration (inspiration). It is not enough just to have dreams about the future, but also to be able to convey insights in a certain way that is enthusiastic, and energizing. In addition, the positive attitude of the leader can change the context of the work so that it is

more meaningful. One of the determinants of the quality of a leader is being able to inspire. If a leader does not show a high fighting spirit to achieve personal and or institutional goals, do not expect subordinates or followers to show a high fighting spirit (Kouzes & Posner, 2007). The role as a role model of the DPRD leadership as stated above, is a source of stimulus that causes the significant influence of this leadership behavior on the implementation of the supervisory function.

Based on interviews and paying attention to the results of the significance test, it shows that there is an influence of Leadership Behavior on the Implementation of the Supervisory Function of the DPRD of Boalemo Regency caused by the role of the Exemplary Stimulation of Leadership Behavior, where exemplary behavior from the leadership makes members feel moved and encouraged so that they are more motivated. sensitive and responsible in every implementation of the supervisory function. Therefore, it can be said that the leadership behavior affects the implementation of the DPRD's supervisory function due to the exemplary stimulation above.

In addition, these results are also in line with the results of descriptive analysis of respondents' answers to the question items that have the highest score, where there are question items that get the highest score from respondents, namely: "The implementation of the DPRD supervisory function can be carried out well". Based on the responses from respondents to this question item, it indicates that the high application of good behavior from the leadership of the DPRD creates a condition called exemplary stimulation in the process of implementing the supervisory function. The implication is that there is a positive change in the effectiveness of the implementation of the DPRD's supervisory function in Boalemo Regency.

The above discussions further clarify how leadership behavior affects the implementation of the DPRD Supervision Function policy, so it can be said that the implementation of exemplary stimulation from leadership behavior has been able to bridge the process of implementing a policy. This also strengthens the opinion of Edward III (1980) which states that the behavioral tendencies or characteristics of policy implementers play an important role in realizing policy implementation in accordance with the goals or objectives.

## **2. The Influence of Leadership Behavior on the Effectiveness of Government Administration**

The results of the hypothesis test of the Influence of Leadership Behavior on the Effectiveness of the Administration of Government indicate that the Behavior of the Leaders has a positive and significant effect on the Effectiveness of the Administration of Government. These results indicate that leadership behavior has a strong influence on the effectiveness of government administration, so it can be said that high leadership behavior has a strong tendency to encourage higher effectiveness of government administration. The positive and significant influence of leadership behavior on the effectiveness of government administration is in line with the results of research conducted by Hajar et al., (2018) who conducted research on the influence of behavior on the effectiveness of implementing government organizations in West Aceh Regency, that there is a positive and significant influence on leadership behavior on the effectiveness of government by 46.16%.

The consistency of the results of this study with previous studies strengthens the opinion of several experts such as the opinion of Lussier (2010) that in order to increase the Effectiveness of Government Administration, one of the main factors that influence it is leadership behavior. The same thing as stated by Siagian (1994) that the overall leadership behavior is reflected in service to the whole community. The behavior of services provided by leaders to community members is behavior that is fair, caring, disciplined,

sensitive and responsible. The positive and significant influence of leadership behavior on the effectiveness of governance is caused by the human relationship factor in the behavior of the leader.

Based on the results of the interview confirms that the test results of the positive and significant influence of Leadership Behavior on the Effectiveness of Government Administration are caused by the existence of human relations factors. These results in addition to showing the role of human relations factors in increasing the Effectiveness of Governance in the District Government. Boalemo, also emphasized the opinion of Rogers (2012), who revealed that public relations is a distinctive leadership function that supports and maintains a common path for communication, understanding, acceptance and cooperation between organizations and their audiences; involve the leadership in problems or issues; assisting leaders in obtaining information and responses to public opinion; define and define management responsibilities in serving the public interest, support management in following and effectively utilize changes in its implementation as an early warning system to help anticipate trends; and use research and sound and ethical communication techniques as a human activity. This is in line with the results of descriptive analysis of respondents' answers to research questionnaires, where of the four dimensions of Leadership Behavior there is a dimension that has the highest value, namely the exemplary dimension with a score of 89.5, which indicates that leadership behavior, especially the exemplary aspect, is quite effective in order to increase Effectiveness of Government Administration in the DPRD of Boalemo Regency.

Based on the above discussions as well as the previous discussions further clarify the significance of the influence of Leadership Behavior in improving the Effectiveness of Government Administration. The findings of this study further emphasize the importance of human relations in leadership behavior through its four dimensions, namely; (1) Leaders must be sensitive, (2) Leaders must be role models, (3) Leaders must be loyal, and (4) Leaders must be able to make decisions.

### **CONCLUSION**

The behavior of the DPRD leadership has a positive effect of 75.90% and is significant at alpha 0.05 where the t-statistic value generated is 7.971 which is greater than the t-table value of 1.96 on the implementation of the DPRD supervisory function policy in Boalemo Regency. The results of this test mean that the maximum leadership behavior has a high tendency to improve the implementation of the DPRD Supervisory Function Policy. The positive and significant influence of leadership behavior shows that leadership behavior is a determinant of the implementation of the DPRD's Supervisory Function Policy. This means that the implementation of the supervisory function of the DPRD in the Regency DPRD. Boalemo is largely influenced by Leadership Behavior. Then this study shows the behavior of DPRD leadership has a positive effect of 63.50% and significant at alpha 0.05 where the t-statistic value generated is 3,163 greater than the t-table value of 1.96 on the effectiveness of local government administration in Boalemo Regency. The results of this test mean that Leadership Behavior has a strong influence on the Effectiveness of Government Administration, so it can be said that high Leadership Behavior has a strong tendency to encourage higher Effectiveness of Government Administration.

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