

# Bojonegoro Regent's Leadership: Role in Development Transformation Effort

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## Abstract

Development transformation is a strategic endeavor aimed at achieving substantial and enduring changes within a region. In this context, the role of a regional head, particularly one with goodwill, becomes crucial in influencing the progress and outcomes of regional development. This study delves into the impact of a regional head's goodwill on the development transformation in Bojonegoro Regency. The primary objective of this research is to scrutinize the influence of the regional head's goodwill on the development transformation in Bojonegoro Regency. The methodology employed in this study is a qualitative approach, supplemented by secondary data analysis techniques. The findings of the study reveal that regional heads with goodwill have the capacity to formulate clear and inspiring visions for the development of Bojonegoro Regency. Their goodwill has spurred them to design progressive policies and programs that are oriented towards community empowerment and leverage technology. Development efforts have been initiated in various sectors, including the internal bureaucracy, public goods provision, social development, and human resources. These sectors have been identified as the leading sectors in the region's development transformation. However, the study concludes with a note of caution. While development has been primarily focused on the leading sectors, it is essential to broaden the scope of development to other sectors as well. This expansion is crucial to ensure a balanced and inclusive development transformation in Bojonegoro Regency. The study underscores the importance of a regional head's goodwill in shaping the region's development trajectory and offers insights for future policy planning.

**Keywords:** Leadership; Regional head performance; Regional Development



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## Introduction

Change is something that will be experienced by various organizations, both large and small-scale organizations, public and private organizations as well as new and existing organizations (Alhogbi, 2017). Organizational change is caused by various background factors, both internal and external. These internal factors can be in the form of new ways of working and equipment, changes in the organization's vision, as well as the attitudes and behavior of human resources within it. Meanwhile, factors originating from external or environmental factors can include technological developments and changes, economic stability, socio-political changes, and others (Sinaga & Aslami, 2022).

One of the organizations experiencing change is government institutions. Organizational changes in government institutions are a form of change in governance or

government management in Indonesia. Changes in governance or management are a form of government adaptation to various existing changes such as globalization, technological developments, societal expectations, and others (Johannes et al., 2022). The basis for organizational changes in government institutions is the desire of the majority of the public to realize democratic government and accelerate the realization of people's welfare based on basic values as stated in the Preamble of the 1945 Constitution. In addition, these changes were made so that government institutions can compete in global dynamics, which is getting tighter. Organizational changes in both central and regional government institutions can cover various aspects, for example, organizational aspects, management, laws and regulations, apparatus human resources, supervision, accountability, public service, as well as the mindset and work culture of the apparatus (Kusuma, 2022). Improving these various aspects is a form of government commitment through leaders to realize good governance with a professional government bureaucracy, with high integrity, and to become public servants and servants of the state (Iswanto, 2022).

To realize all of these things, a competent regional leader is needed. One of the local governments that has made changes is Bojonegoro Regency. Changes made during the reign of Dr. Hj. Anna Mu'awanah, MH who is the first female Regent of Bojonegoro in history who has given birth to transformative changes in various fields. The focus of development includes equitable distribution of development, creating new jobs, and helping to spread economic growth. These programs reflect the goodwill of regional heads in development. The role of the "goodwill" of regional heads or heads of regional government is very important in efforts to transform the development of a region. Goodwill itself refers to the good intentions, commitment, and enthusiasm of regional heads to initiate and encourage positive changes in governance, economy, society, and environment in their region.

The most important thing in regional development is that the region can identify problems in each sector, analyze the root of the problem, and then look for solutions with various alternative policies (Febrian et.al., 2023). Previously, the condition of the Bojonegoro Regency was one of the underdeveloped areas in Bojonegoro in terms of development (Sulistiono, 2013). Infrastructure conditions are inadequate, such as the condition of many damaged roads, whether seriously, moderately, or lightly damaged. Road infrastructure is the basic infrastructure to ensure the smooth circulation of goods, services, capital, and information from one region to another. In the aspect of human development as seen from the human development index in 2016-2017, it is still in the "medium" position, there has been no significant development transformation (Hermawati et al., 2018). The existence of various main regional problems should make the regional government aware of the importance of acceleration development, considering that Bojonegoro Regency is one of the regions with the second-highest APBD in East Java after Surabaya City (Setiawan, 2017).

After 2018-2023, there has been significant progress by the Bojonegoro district government in implementing development. In the infrastructure sector, the improvement of rigid concrete and asphalt roads is carried out either through Regional Financial Assistance

(BKD) for villages or directly from the Regional Revenue and Expenditure Budget (APBD). Previously, the road conditions that were often encountered were damaged road conditions, both lightly damaged, moderately damaged, and severely damaged (Rofiq, 2017). Apart from that, transformation can also be seen in efforts to reduce poverty in Bojonegoro so that in 2022 there is 12.21 %, the lowest figure in the last five years even though they are still in the process of recovering from the pandemic (Badan Pusat Statistik, 2023). The transformative leader is suitable to be pinned on him, as seen from his performance. A transformative leader is a leader who can produce an impact, namely to produce significant changes for the institution and people he leads (Marbun, 2020). Even so, it still needs improvement in several other aspects of development so that there is an even distribution of development in Bojonegoro Regency.

## Method

This research uses qualitative research with secondary data analysis techniques. The analysis technique here is used to describe the performance of regional heads based on evaluation and performance achievements which are measured based on existing documents and described in the form of words and language obtained from observation and analysis of documents (Inanda et.al., 2022). Through this research, the researcher aims to describe events or phenomena according to what happened. The secondary data sources used are from the Bojonegoro Regency Central Statistics Agency, the Bojonegoro Regency Annual Regional Performance Report, and Bojonegoro Regency development planning documents. The secondary data that the author uses comes from sources that researchers can account for regarding the performance of local government for development in Bojonegoro Regency systematically and by facts and data.

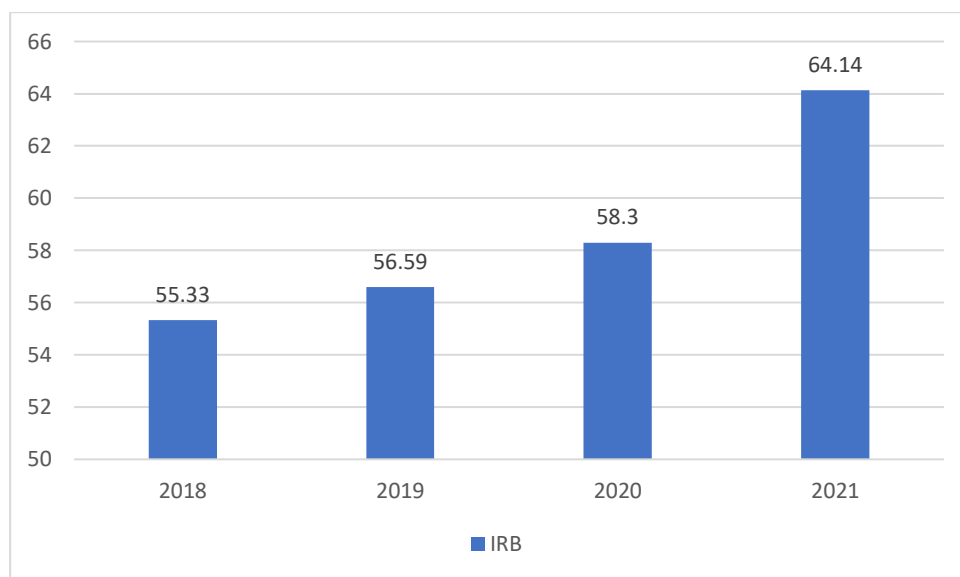
## Result and Discussion

Development can be seen from three macro indicator / main aspects, namely bureaucratic development to see the performance of reforms, infrastructure development to see the provision of public goods by the Bojonegoro government, human resource development to see the success of human development and social development in the context of poverty internalization (Nur, 2019).

### A. Bureaucratic Development

Bureaucratic development is carried out with the existence of a bureaucratic reform agenda. Bureaucratic reform is a government strategy in implementing the principles of good governance by changing the bureaucracy in depth, there are aspects, especially the institutional aspects of the organization, management, and human resources of the apparatus (Supriyadi et al., 2021). Bureaucratic reform has the aim of changing the bureaucracy to be capable and accountable, free from bureaucratic pathology, high performing and massively improving the quality and performance of public services at various levels.

Bojonegoro Regency has carried out bureaucratic reform in eight areas of change, and the performance of bureaucratic reform has been measured by the Bureaucratic Reform Index (IRB). The following is the IRB data for Bojonegoro Regency:



Source: District Government of Bojonegoro (2022)

**Figure 1.** Development of the Bojonegoro Regency Bureaucratic Reform Index for 2018-2021

Based on the data above, the Bureaucratic Reform Index from 2018 to 2021 in Bojonegoro Regency tends to increase. In 2018, the Bureaucratic Reform Index was at 55.33, then it increased to 56.59 in 2019. Then in 2020, it was at 58.3 and finally, in 2021, it was at 64.14. The most rapid increase occurred from 2020 to 2021, namely from 58.3 to 64.14. One of the efforts made is through simplifying the bureaucratic structure, streamlining and simplifying positions, and preparing work systems (Bojonegoro Regency Government, 2022). The impact is that there is efficiency and effectiveness in government administration, such as improving the quality of public services, accelerating bureaucratic processes, and increasing public satisfaction with government services. Apart from that, this also has an impact on increasing transparency and accountability in the management of public administration, as well as innovation in service delivery. All of this can ultimately have a positive impact on the Bojonegoro community as a whole. The following is Ana Muawanah's statement as follows:  
The following is Ana Muawanah's statement as follows:

*"We have carried out the process of organizational transformation and apparatus human resource transformation. Currently, we are all entering the stage of transformation of the work system. The bureaucratic simplification policy has led to systematic changes in several aspects. Including the institutional aspect. Where at this time it is required to renew the organizational structure that is lean and agile"* (Bojonegoro Regency Government, 2022).

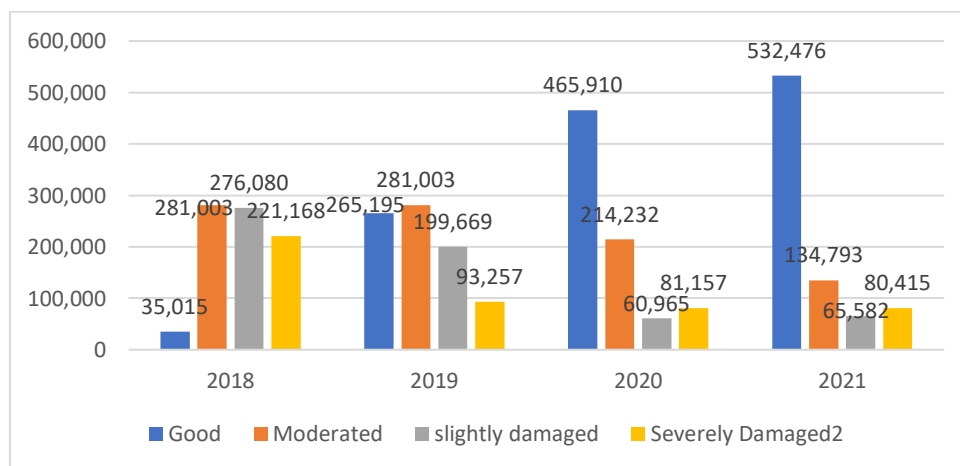
From the statement above it can be seen that the Regent of Bojonegoro has implemented bureaucratic reform by carrying out several stages, including streamlining the

organizational structure, second is the field of human resources and third is work system reform.

First, simplification of the organizational structure which has an impact on organizational transformation as mandated by PermenPAN-RB Number 25 of 2021. Second, the equalization of positions has an impact on the transformation of the HR apparatus based on PermenPAN-RB Number 17 of 2021. Third, adjustment of the work system whose provisions are regulated based on PermenPAN-RB RB No. 7 of 2022. Regarding the Human Resources (HR) aspect of the apparatus, continued Regent Anna, the move from Administrative Positions to Functional Positions has implications for the process of converting extraordinary competencies. If previously administration officials were more focused and focused on structural and managerial competencies, then with the downsizing and equalization of positions that have been carried out, functional, expertise, and professional competencies are more demanded. In the management aspect, there have been significant changes related to work patterns, communication, and work culture based on collectivity and building teamwork. Thus, approaches that are structural, hierarchical, and command in nature are no longer the character of functional positions that prioritize expertise, professionalism, and competence.

### B. Infrastructure development

Infrastructure also plays an important role as one of the driving wheels of economic growth and social activities. Residents' activities can be accommodated in spaces of social and economic facilities, but will not run properly without the support of adequate infrastructure services. Infrastructure that can be seen and felt directly by its development is the road. The Bojonegoro district government has budgeted as much as nine hundred billion rupiah for road construction in 2023. Road improvements have been made for roads with heavy damage, light damage, and moderate damage so that they can be improved to a good condition. The following is data on road conditions in Bojonegoro Regency for 2018-2021 as follows:



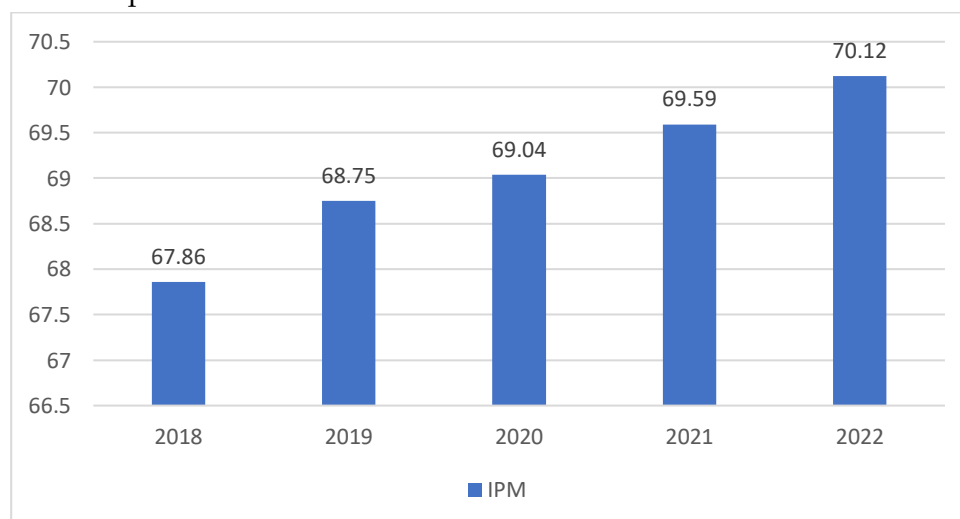
Source: District Government of Bojonegoro (2022)

**Figure 2.** Road Development Achievements in Bojonegoro Regency 2018-2021

Based on the data presented, road construction from 2018 to 2021 has increased in the "good" category, while the "moderate", "slightly damaged" and "severely damaged" categories have not experienced any increase at all. In 2018, the 35,015m long road was included in the "good" category, increasing in 2019 to 265,195m, 456,910m in 2020, then 532,476m in 2021. Throughout 2018 to 2021 there has been a drastic increase from 35,015m to 532,476m. For the "medium" category there was no increase from 2018 to 2021. In 2018 the 281,003 m road was included in the "medium" category then in 2019 it was 265,195m, in 2020 214,232m, and finally in 2021 134,793m. Meanwhile, for road conditions in the "slightly damaged" category, the length of 276,080m in 2018 decreased to 265,195m in 2021. Then, road conditions in the "severely damaged" category have decreased every year. In 2018 the condition of the road was severely damaged at 221,168m, down to 93,257m in 2019, and then decreased again to 81,157m in 2020 to 80,415m in 2021. The most significant decrease occurred from 2018 to 2019. This condition is clear. that the transformation of development in Bojonegoro has been carried out as a form of fulfilling the need for public goods for the community so that it has an impact on the ease of mobility of the community so that it can indirectly develop the economy in the region and villages.

### C. Human Resource Development

Human development involves the study of the human condition with its essence being a capability approach. The success of human resource development can be seen from the results of the regional Human Development Index (IPM). HDI is a composite index that is calculated as a simple average of the three basic indices, namely the life expectancy index, the education index, and the decent standard of living index. According to UNDP, the Human Development Index measures human development achievements based on several basic quality-of-life components.



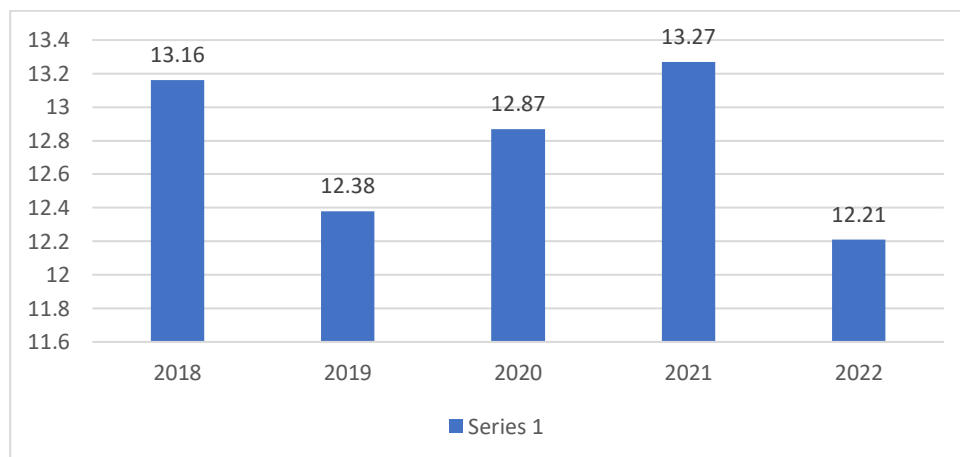
Source: District Government of Bojonegoro (2022)

Figure 3. Bojonegoro Regency Human Development Index 2018-2021

Based on the data above, the Bojonegoro Regency HDI has increased from 2018 to 2022. It was recorded that in 2018 the Bojonegoro Regency HDI was at 67.85, then increased in 2019 to 68.75, then 69.04 in 2020, then 69.59 in 2021, and 70.12 in 2022. The data shows that although there is an increase, in terms of development performance rating in Bojonegoro district it is still in the upper middle group stage with a value range of 66.0-79.9. A lot of improvement is needed, but this improvement needs to be appreciated amid the recovery from the impact of the pandemic.

#### D. Social Development

Social development is a process of planned social change designed to improve people's living standards, where development is carried out to complement the process of economic development. Suharto (2015) defines Social Development as a development approach that aims to improve the quality of human life in full, namely to meet human needs that range from physical to social needs. Contextually, social development is more oriented to the principles of social justice than economic growth (Iswanto & Pamungkas, 2023; Maulana & Wardah, 2023). For this reason, steps are needed to intervene in social problems, one of which is poverty. The following is poverty development data in Bojonegoro Regency.



Source: District Government of Bojonegoro (2022)

**Figure 4.** Percentage of poverty in Bojonegoro district in 2018-2022

Based on the data above, it can be seen that in 2018 the poverty rate in Bojonegoro Regency was 13.16% and decreased in 2019 to 12.38%. With the pandemic in 2020 and 2021 the poverty rate increased to 12.87 and the following year to 13.27. With the impact of the COVID-19 pandemic, the government issued several intervention programs for the impact of the pandemic in the socio-economic field of society through various social assistance, work-intensive programs, and economic stimulus for MSMEs (Iswanto et al., 2021). The existence of these programs can reduce the poverty rate in 2022 so that it becomes 12.21 and the lowest in the last 5 years.

## Conclusion

Regional heads in development transformation efforts show that the good intentions of a regional leader have a big impact on the progress and results of regional development. The role of regional heads who have "good intentions" here can be seen in improving the quality of development in all sectors, even though there are still many shortcomings. In the bureaucratic sector, the government has implemented bureaucratic reform by focusing on eight areas of change to improve the quality of public services. In the field of infrastructure development, there has been an acceleration of road construction as a driving force of the community's economy in rural areas, in the field of human resources, the government has made efforts to increase the HDI and it increases every year. and the social sector still needs to be improved in reducing poverty in Bojonegoro. The regional head has good intentions and is also making regional development efforts in the context of transformation which needs to be supported by all stakeholders. With good intentions, regional heads can create an environment that supports economic growth, social welfare, and sustainable development.

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