

---

## THE COMPETENCY OF LOCAL HEADS IN THE IMPLEMENTATION OF LOCAL GOVERNMENT IN BONE DISTRICT, SOUTH SULAWESI PROVINCE 2013-2018

Roslianah, Institut Pemerintahan Dalam Negeri (IPDN)  
Tjahya Supriatna, Institut Pemerintahan Dalam Negeri (IPDN)  
Hyronimus Rowa, Institut Pemerintahan Dalam Negeri (IPDN)  
Rossy Lambelanova, Institut Pemerintahan Dalam Negeri (IPDN)

\*Correspondence: roslianahochi4@gmail.com

---

### ARTICLE INFO

#### Article History:

received  
revised  
accepted

#### Keywords:

Competency; Leadership; Local Government

### ABSTRACT

Huge authority that owned by local head should be supported by competency for optimizing local governance, because several facts obligatory authority and optionary authority is not optimal because local head is not understood his competency as a local leader in region. This research aims to 1) analyze local head competency of Bone regency in local governance; 2) arrange model of local head competency in local governance. This research is using governmental theory and Shermon's theory as an applied theory. This research also used qualitative approach which has 17 informants who derived from snowball sampling technique. Data gathering with documentation and interview as primary data. Data analyzing technique is using descriptive analysis which develop with triangulation technique. Research result shows that the leadership of Bone's head from 2013-2018 has fill the requirements. This result is derived from Shermon's competency theory analyzing, namely knowledge, skills, traits, social role, self-image, and motive in realizing local governance has been competent. New model that developing from local governance in Bone regency is local head managerial competency model.

---

## INTRODUCTION

The implementation of regional governance is directed at accelerating the realization of public welfare through improving services, empowerment and community participation, as well as increasing regional competitiveness by taking into account the principles of democracy, equity, justice and the uniqueness of a region in the system of the Unitary State of the Republic of Indonesia. The efficiency and effectiveness of regional government administration needs to be improved by paying more attention to aspects of the relationship between the Central Government and Regional Governments and between regions, the potential and diversity of regions, as well as the opportunities and challenges of global

competition in the unified state governance system. (Law No.23/2014). The dynamic condition of community welfare which is the objective of the implementation of Regional Government can cover all aspects of the life of individuals, families and community groups in the life of society, nation and state. The realization of such community welfare is the target of implementing government functions. Government functions carried out by the Regional Government include regulatory functions, development functions, empowerment functions and service functions.

Each Region is led by a Head of Regional Government who is called a regional head. The regional head for provincial regions is called governor, for

regency areas it is called bupati, and for city areas it is called mayor. The term of office of a regional head is 5 (five) years from the time of inauguration and thereafter he can be re-elected to the same position for only one term of office. (Law No.23/2014). It is not easy to carry out the duties and authority of the regional head, because in realizing the welfare of the community through the empowerment of regional potentials, of course there are many challenges and demands that must be addressed, overcome and simultaneously anticipated by the regional head together with the deputy regional head and regional officials. It is in the context of the utilization of regional potential that the role of the regional head to lead regional administration becomes important. In addition, regional heads and deputy regional heads also carry out their obligations.

The obligations of regional heads and deputy regional heads include: a). uphold and practice Pancasila, implement the 1945 Constitution of the Republic of Indonesia and maintain and maintain the integrity of the Unitary State of the Republic of Indonesia; b). comply with all provisions of laws and regulations; c). developing a democratic life; d). maintain ethics and norms in the implementation of Government Affairs which fall under the authority of the Region; e). applying the principles of clean and good governance; f) implementing national strategic programs; and g). establish working relationships with all vertical agencies in the regions and all regional apparatus. (Law No.23/2014).

Of the six obligations of the regional head, there are two obligations of the regional head which become the parameters of the regional head's ability to lead the implementation of government affairs. The two obligations referred to are maintaining ethics and norms in the implementation of

Government Affairs which fall under the authority of the Region; and apply the principles of clean and good governance. Ethics are related to morality, integrity and self-image; whereas norms relate to legal rules and social obligations. Meanwhile, the application of the principles of clean and good governance is related to the regulation, direction and control of governance of government administrative resources. The government administration resources referred to include human resources (man), financing resources (money), policy resources (method), and infrastructure (material) resources. Managing government administrative resources effectively and efficiently is certainly not easy. With the obligation to lead the management of administrative resources, the regional head must also comply with the prohibition.

If a careful and in-depth look at the eleven prohibitions mentioned above, it turns out that there are two prohibitions which if obeyed consistently and consistently, it can be ascertained that the tendency to abuse power and abuse of authority by regional heads does not occur, but otherwise if this prohibition is not obeyed by a head. Area then deviation will also occur. The two prohibitions in question are first, making decisions that specifically provide benefits for personal, family, crony, certain groups or political groups that are contrary to the provisions of laws and regulations; and second, committing corruption, collusion and nepotism and receiving money, goods and or services from other parties which influence the decisions or actions to be taken. However, the reality shows that things are very different, namely that the abuse of power and the abuse of authority by regional heads often occurs in the implementation of regional governance. As a result of this deviation of power and abuse of authority,

a number of regional heads were dealing with the law. It can be seen in the 2013-2018 timeframe where every year there are regional heads who deal with legal cases. Even from the performance of the Corruption Eradication Commission (KPK), we can see through the mass media the results of the arrest operation (OTT) due to irregularities to a number of regional heads by the KPK. And the use of this authority, among others, from 2013 to 2018 in Indonesia, regional heads, both governors, regents and mayors, were caught in various cases as indicated by the 2019 KPK data, from 34 Provinces, 524 the number of districts and cities, there were 72 regional heads involved in cases with details : In 2013, the governor was 6 regents 7 people, from 2014 to 2015 there were 12 people, namely the governor 3 regents 9 people, from 2016 to 2017 there were 17 people namely governor 2 regents 15 people. From 2017 to 2018 there were 30 people, namely the governor 2 regents, 28 people.

## METHOD

The author chose a qualitative research approach (qualitative study) to reveal and discuss the competence of regional heads in local government administration so that researchers needed detailed and in-depth answers from informants. The research design is a performance analysis which can be explained as follows:

1. With Shermon's competency theory, a research concept is compiled that includes six dimensions of analysis: (1) knowledge analysis, (2) skills analysis, (3) trait analysis, (4) social role analysis, (5) self image analysis, and (6) Motive analysis.
2. The six-dimensional approach of analysis is focused on uncovering and discussing the competence of the Bone

Regent in the implementation of regional government during the 2013-2018 timeframe.

3. The six-dimensional analysis approach is directed at obtaining empirical findings from the parties who are the research informants who can reveal the main issues in the perspective of exploring the competency phenomenon of the regional head.
4. Empirical findings obtained from research informants are used as the basis for developing a regional head competency model. The new model in question is the result of the development of Shermon's competency theory.

## RESULT AND DISCUSSION

### Bone Regent Leadership Competencies 2013-2018

#### *Knowledge Analysis*

From the descriptive analysis of the knowledge of regional heads of bureaucracy, administration, management, leadership, communication and government resources, the following practical implications are obtained: The knowledge or knowledge of the Bone Regent of the bureaucracy, administration, management, leadership, communication and management of government resources is considered optimal. This assumption refers to the knowledge and experience of 23 years as a civil servant as well as being the Head of Sub-District, Head of Social Affairs, Assistant for the Economy and Development of the Bone Regency Regional Secretariat, Deputy Regent of Bone, and Expert Staff to the Governor of South Sulawesi Province as well as in various organizations having worked with positions that strategic. Such knowledge capacity strengthens the managerial ability of the Regional Head of Bone Regency in carrying out government affairs during the 2013-2018 period. The managerial ability of the regional head is revealed, among others, from the long process of actualizing

the vision and mission of leadership in regulating, directing, controlling and being accountable for the implementation of various policies, programs and government activities, development, public services and community empowerment as well as mobilizing community participation by using local wisdom approaches to community to the village level so that it can be trusted by the community and various online. Thus, it is concluded that the knowledge of regional heads of administrative bureaucracy, management, leadership, communication and management of government resources is very important and knowledge of how to mobilize communities with a local wisdom approach to the people they lead is important for a Regent. In fact, it is one of the dimensions of the leadership competence of regional heads and has a positive correlation with the effectiveness of regional government administration. Thus, the knowledge of the regional head is one of the determining factors for the effectiveness of the leadership of the regional head in implementing regional government. Therefore, increasing the effectiveness of regional government administration can be improved by increasing the knowledge of regional heads of the bureaucracy, administration, management, leadership, communication and management of government resources.

### ***Skill Analysis***

Skills or expertise of regional heads in regulating, directing and controlling SKPD administration, SKPD management, SKPD leadership, SKPD performance, coordination between SKPD is considered optimal. This assumption is based on optimizing the role of the Regional Head of Bone Regency in the 2013-2018 timeframe as top administrator and at the same time as top manager in the administration of government administration and management systems. The optimization of this role is not only supported by experience in regulating,

coordinating, directing, controlling the resources and performance of government bureaucratic work units, but also by a formal educational background that has reached the doctoral level and leadership training related to structural positions. Thus, the expertise of regional heads in regulating, directing and controlling SKPD administration, SKPD management, SKPD leadership, SKPD performance, coordination between SKPDs is one of the dimensions of regional head leadership competence that has a positive correlation with the effectiveness of regional government administration. This means that the expertise of the regional head is one of the determining factors for the effectiveness of the leadership of the regional head in implementing regional government. Therefore, increasing the effectiveness of regional government administration can be improved by increasing the expertise of regional heads in regulating, directing and controlling SKPD administration, SKPD management, SKPD performance, and coordinating SKPD plus the Regent's ability to understand the local wisdom of the regional culture that he dreams of making people believe him as a leader so that success as a regional head can be realized.

### ***Trait Analysis***

From the descriptive analysis of the traits of regional heads in implementing local government performance; the performance of regional heads in realizing the vision and mission of leadership; Regional head policies in responding to, overcoming and or anticipating various government, development and social problems, obtained the following practical implications: Traits or characteristics of the consistency of the Regional Head of Bone Regency in implementing regional government; the consistency of regional heads in realizing the vision and mission of development; The consistency of regional heads in responding to, overcoming and / or anticipating various government,

development and social problems in the 2013-2018 period deserves to be considered optimal because it is in line with government ethics, following local norms and wisdom that characterize and characterize the local culture. Such a nature is a personal embodiment who was born and raised in a socio-cultural environment that adheres to religion, upholds local wisdom and develops into a good person with formal education reaching the doctoral level. Thus, the views and attitudes of the regional head in the process of administering regional government, the regent tries to implement the performance of the regional government; The nature of the regional head in realizing the vision and mission; The nature of regional heads in responding to, overcoming and / or anticipating various government,

#### ***Social Role Analysis***

The social role of regional heads in the bureaucracy, before the DPRD, in front of stakeholders, and in the community in the 2013-2018 timeframe is considered optimal because it is in accordance with government ethics and is also in accordance with social norms and customs that characterize life social culture of the local community. The social role of the regional head as such is an embodiment of a person who realizes his position as a developer of the people's mandate who must uphold local wisdom by actualizing formal leadership behavior and informal leadership according to the social environment he faces. Thus, the social role of regional heads in the bureaucracy, before the DPRD, in front of stakeholders, and in

The self-image of the regional head which includes the appearance of the regional head in front of the community, the behavior of the regional head in front of the community, the exemplary of the regional head in front of the community in the 2013-2018 period deserves to be considered optimal because it works according to the rules and asks the public to report things that are related to governance issues and practices of corruption, collusion and

development and social problems is one of the dimensions of regional head leadership competence that is positively correlated with the effectiveness of regional governance. This means that the nature of the regional head is one of the determining factors for the effectiveness of the leadership of the regional head in implementing regional government. Therefore, increasing the effectiveness of regional government administration can be optimized by optimizing the characteristics of regional heads in implementing local government performance; characteristics in realizing the vision and mission; the nature and views of regional heads in responding to, overcoming and or anticipating various government, development and social problems.

the community is one of the dimensions of the leadership competence of regional heads that is positively correlated with the effectiveness of regional government administration. This means that the social role of the regional head is one of the determining factors for the effectiveness of the leadership of the regional head in implementing regional government. Therefore, increasing the effectiveness of regional government administration can be increased by increasing the actualization of the social role of regional heads in the government bureaucracy, in front of the Regional People's Representative Council, in front of stakeholders, and in a pluralistic society.

#### ***Self-Image Analysis***

nepotism. Such self-image is an embodiment of a personal capacity that realizes the importance of the role of regional heads in realizing good governance and free of corruption, collusion and nepotism and seeks to provide an example that can be directly assessed by the community. Thus, the self-image of the regional head which includes the appearance of the regional head in front of the community, the behavior of the

regional head in front of the community, the exemplary of the regional head in front of the community is one of the dimensions of the leadership competence of the regional head which is positively correlated with the effectiveness of regional government administration. This means that the self-image of the regional head is one of the determining factors for the effectiveness of the leadership of the regional head in implementing regional government. Therefore, increasing the effectiveness of regional government administration can be improved by increasing the actualization of the regional head's self-image which includes the appearance of the regional head in front of the community, the behavior of the regional head in front of the community, the exemplary of the regional head in front of the community.

### ***Motive Analysis***

The motive (motivation) of the regional head which includes motivation to serve, motivation to serve and motivation to achieve in the 2013-2018 timeframe deserves to be considered optimal because it always goes directly to the community, received 226 awards from the President, 4 Ministers from the President; 74 national level awards from various ministries and agencies; 138 awards at the provincial level; and the community is satisfied with the leadership of the regional head. Such motivation is the manifestation of personality integrity who realizes the importance of dedication, service and achievements of regional heads in government administration. Thus, motivation which includes motivation to serve, motivation to serve and motivation for achievement is one of the dimensions of the competence of a regional head that is successful in implementing regional governance. This means that the motivation of the regional head is one of the determining factors for the effectiveness of the leadership of the regional head in implementing regional government. Therefore, increasing the effectiveness of

regional government administration can be increased by increasing the motivation of regional heads which includes motivation to serve, motivation to serve and motivation to achieve. Based on the descriptive analysis above regarding knowledge, skills, traits, social roles, self-image and motivation to the Regent of Bone, it is concluded that the interconnection between these dimensions is an absolute prerequisite that a regional head must have in carrying out community activities, implementation of development, service and empowerment. society, with a high level of dynamics in people's lives with multi-interests, perceptions, and life backgrounds. However, this deminsi, according to the researcher, is not sufficient to guarantee the sustainability of subsequent government activities. Another dimension is needed, such as civilized culture. This dimension means that a regional head is required to have a service culture character based on local wisdom, as a counterweight to the normative legalistic and individualistic dimensions.

### **Regional Head Leadership Competency Model**

Shermon (2004: 11) says that "A competency is an underlying characteristic of a person, which enables him to deliver superior performance in a given job, role or a situation. This characteristic may be called an "attribute bundle". Consisting of knowledge, skills, traits, social roles, self image and motive. " Based on this competency theory, a research concept was compiled that the Regional Head's Leadership Competence in regional government administration is the personality, capacity and ability of the Regent in regulating, directing and controlling government performance which is revealed from knowledge, skills, traits, social roles, self image and motives. From the research concept, an analysis framework is arranged which includes: (1) Analysis of the knowledge of regional heads, analysis of the skills of regional

heads, (3) analysis of regional head traits, (4) analysis of social roles of regional heads, (5) analysis of self image of regional heads, (6) ) Analysis of regional head motives.

The regional head leadership competency model obtained from the results of the leadership competency analysis of the regional head of Bone Regency in implementing regional government in the 2013-2018 timeframe is the result of the development of Shermon's competency theory. The new model referred to is the Regional Head Managerial Competency Model. The construction of the model is as follows: The Regional Head Managerial Competency Model is the practical expertise of the Regional Head in regulating, directing, controlling, being accountable for the implementation of the government management system which includes apparatus management, affairs management, budget management, asset management, information management, and public management. From the definition, 6 dimensions of government management are described: (1) Apparatus Management, (2) Affairs Management, (3) Budget Management, (4) Asset Management, (5) Information Management, and (6) Public Management. The theoretical description of the six dimensions of Regional Head Managerial Competence is as follows:

1. Apparatus Management is a series of resource management activities for the State Civil Apparatus (ASN) which aim to produce ASN employees who are professional, have basic values, professional ethics, free from political intervention, free from corruption, collusion and nepotism. These basic values include: 1) upholding the ideology of Pancasila; 2) loyal to and defend the 1945 Constitution of the Republic of Indonesia and legal government; 3) serving the state and people of Indonesia; 4) carry out duties in a professional and impartial manner; 5) make decisions based on the

principle of expertise; 6) creating a non-discriminatory work environment; 7) maintain and uphold high ethical standards; 8) to be accountable for their actions and performance to the public; 9) have the ability to implement government policies and programs; 10) providing services to the public in an honest, responsive, fast, precise, accurate, efficient, effective and polite manner; 11) prioritizes high quality leadership; 12) value communication, consultation and cooperation; 13) prioritizing the achievement of results and encouraging employee performance; 14) promote equality in employment; and 15) increasing the effectiveness of a democratic government system as a career system tool. ASN as a profession is based on the following principles: 1) basic values; 2) code of ethics and code of conduct; 3) commitment, moral integrity, and responsibility to public services; 4) competencies required in accordance with the field of duty; 5) academic qualifications; 6) guarantee of legal protection in carrying out tasks; and 7) professionalism of positions. The professional ethics referred to are behavioral arrangements so that ASN Employees: carry out their duties honestly, responsibly and with high integrity; 2) carry out their duties with care and discipline; 3) serve with respect, courtesy, and without pressure; 4) carry out their duties in accordance with the provisions of laws and regulations; 5) carry out their duties in accordance with orders from superiors or Competent Officers as long as they do not conflict with the provisions of laws and regulations and government ethics; 6) maintain confidentiality regarding state policies; 7) use state property and goods responsibly, effectively and efficiently; 8) guard against conflicts of interest in carrying out their duties; 9) provide information that is true and not

misleading to other parties who need information related to official interests; 10) not misuse internal state information, duties, status, power and position to obtain or seek profit or benefit for oneself or for others; 11) uphold the basic values of ASN and always maintain the reputation and integrity of ASN; and 12) implement the provisions of laws and regulations regarding the discipline of ASN Employees.

2. Management of Affairs, or development management is a series of activities for the management of mandatory government affairs and selected government affairs according to the aspirations, potentials, conditions of the community and the local area in accordance with the decentralization and autonomy policies in the context of realizing community welfare. Mandatory government affairs and selected government affairs are compiled into a Regional Development Planning System which consists of a Regional Long-Term Development Plan (RPJPD), a Regional Medium-Term Development Plan (RPJMD), a Regional Apparatus Organization Strategic Plan (Renstra), a Regional Government Performance Plan (RKPD), and the Budget Performance Plan (RKA). The RPJPD and RPJMD are prepared by the Regional Government together with the Regional People's Representative Council according to the laws and regulations governing development planning. The strategic plan is arranged according to the structure, duties and functions of each SKPD in order to describe the implementation of the RPJMD. The RKPD is the summary of the SKPD performance plan prepared by the Regional Government together with the DPRD for one fiscal year. The RKA is a summary of the Budget Performance Plans of all SKPDs prepared by the Regional Government

together with the DPRD for one fiscal year. The principle of management of mandatory government affairs and government affairs of choice of regions is aspirational, accommodative, effective, efficient, and accountable in accordance with the budget allocation policies of the Government (DAU and DAK) and the ability of the regions to manage the sources of revenue from Regional Original Revenue. The management of mandatory government affairs and optional government affairs is carried out in the framework of implementing government functions which are the duties and obligations of Regional Government within the framework of the Unitary State of the Republic of Indonesia.

3. Budget Management, is a series of regional financial management activities covering regional budget planning; management of regional revenue sources; implementation, supervision and accountability of the use of Regional Budget allocations. Regional financial management is carried out in accordance with regional budget and financing needs as formulated in the Regional Government Performance Plan for one fiscal year. Regional financial management is carried out based on budget performance indicators compiled in the Performance Budget Plan of each SKPD. Regional financial management is carried out with the principles of transparency, productivity, effectiveness, efficiency and accountability. With such principles of regional financial management, the implementation of budget functions is aimed at accelerating the realization of community welfare and regional competitiveness by optimizing the performance of Regional Government and the performance of all stakeholders. The implementation of

the principles of regional financial management is carried out by applying Government Accounting Standards and e-budgeting applications as an integral part of e-government applications. The implementation of regional financial management principles, application of Government Accounting Standards and e-budgeting applications aim to optimize the accountability of public financial performance which is an integral part of achieving bureaucratic reform in the context of realizing good government and good governance. For this reason, efforts are needed to optimize the values of the work culture of the bureaucracy, bureaucratic leadership and the mentality of the bureaucratic apparatus.

4. Asset Management, is a series of regional property management activities which include planning stages; Procurement; Usage and Utilization; Maintenance and Repair; Elimination and Transfer. Planning stages include activities (1) Inventory and analysis of ownership and demand for regional goods; (2) Planning for regional goods needs; and (3) Planning for procurement and budgeting for regional goods. Procurement stages include activities (1) Procurement Plan Announcement; (2) Registration, Selection and Determination of the Procurement Party; (3) Procurement and Delivery; Stages of Use and Utilization include activities (1) Use of regional goods according to their designation; (2) Utilization of regional goods according to the function of regional goods; and (3) Accountability for the Use and Utilization of Regional Goods. Maintenance and repair stages include activities (1) Maintenance of Regional Goods; (2) Repair of Regional Goods; and (3) Accountability for the Maintenance and Repair of Regional Goods. The stages of deletion and transfer include

activities (1) deletion of regional goods; (2) the transfer of regional goods; and (3) Accountability of Regional Goods Elimination and Transfer. Procurement activities are guided by the Presidential Regulation which regulates the procurement of government goods / services. Procurement activities are carried out with procurement principles which include efficiency; effective; transparent; open; compete; fair / non-discriminatory; and accountable. Procurement is carried out by applying the following ethics for the procurement of government goods / services: (1) Carrying out tasks in an orderly manner, accompanied by a sense of responsibility to achieve the goals, smoothness and accuracy of achieving the objectives of the procurement of goods / services; (2) Work in a professional and independent manner, and maintain the confidentiality of documents on the procurement of goods / services which by their nature must be kept confidential to prevent irregularities in the procurement of goods / services; (3) Do not influence each other, either directly or indirectly, resulting in unfair competition; (4) Accept and be responsible for all decisions determined in accordance with the written agreement of the parties; (5) Avoiding and preventing conflicts of interest of the parties involved, either directly or indirectly in the process of procuring goods / services; (6) Avoid and prevent waste and leakage of state finances in the procurement of goods / services; (7) Avoid and prevent abuse of authority and / or collusion with the aim of personal gain, group or other parties that directly or indirectly harm the state; and (8) Not accepting, not offering or promising to give or receive gifts, rewards, commissions, rebates and in any form from or to anyone known or reasonably suspected to be

related to the procurement of goods / services. Procurement is carried out by E-Tendering and E-Purchasing according to the Presidential Regulation which regulates the procurement of government goods / services. Procurement results are recorded in full into a Regional Goods Document, which will then be entered into the Regional Goods Information System (e-government asset).

5. Information Management, is a series of information technology-based management activities for the Integrated Regional Government Information System (e-government) which includes General Information on Regions; Regional Policy Information; Apparatus Resource Management Information; Budget Management Information; Affairs Management Information; and Asset Management Information. Information is information, statements, ideas, and signs that contain values, meanings and messages, both data, facts and explanations that can be seen, heard and read, which are presented in various packages and formats in accordance with the development of information and communication technology. electronic or non-electronic. Public Information is information that is generated, stored, managed, sent, and / or received by a public agency relating to state administrators and / or administrators and administrations of other public bodies as well as other information relating to the public interest. The Management of Integrated Regional Government Information Systems is carried out according to the provisions contained in the laws and regulations governing public information disclosure. Management of Integrated Regional Government Information Systems connected to the entire information technology performance network of regional apparatus

organizations; and easy to download by anyone, anytime, anywhere. The management of the Integrated Information System for Regional Government is carried out by the bureaucratic work unit which is structurally, functionally and operationally designated as the leading sector for the implementation of the Integrated Information System for Regional Government. The Regional Government Integrated Information System is organized by the bureaucratic work unit by establishing a Regional Integrated Information Center.

6. Public Management, is a series of public service management activities that include public goods services; public services; and administrative services. Public goods services include the provision of infrastructure, provision of public facilities, and provision of social facilities; public services, including health services, education services, and special services related to the implementation of certain government functions; Administrative services include various licensing services, consultative services and other types of civil servants as regulated in laws and regulations. Local governments carry out an integrated service system. The integrated service system is an integrated service management process for several types of services carried out in an integrated manner in one place both physically and virtually in accordance with Service Standards. Virtual integrated service system is a service system that is done by combining services electronically. The one-door integrated service system is carried out by combining several types of services to provide integrated services in one unified process starting from the application stage to the completion of service products through one door. The integrated service

system is organized with the aim of: a). provide protection and legal certainty to the community; b). bringing services closer to the community; c). shorten the service process; d). realizing a fast, easy, cheap, transparent, definite and affordable service process; and e). provide wider access to the community to obtain services. The integrated service system is implemented with the principles of: a). cohesiveness; b). economical; c). coordination; d). delegation or delegation of authority; e). accountability; and f). accessibility. To achieve the said service objectives, a Service Standard is stipulated which at least contains the following components: a). Legal Basis; b). requirements; c). systems, mechanisms and procedures; d). settlement period; e). fees / rates; f). service products; g). facilities, infrastructure and / or facilities; h). Executor's competence; i). Internal monitoring; j). handling of complaints, suggestions and input; k). number of executors; l). service guarantee that provides service

## CLOSING

The six competencies developed in Shermon's competency theory to be used as parameters for measuring the managerial competence of Regional Heads have a variety of values that can be grouped into two categories, namely the factor determinant competency category, namely the parameters of knowledge (knowledge), skills (skills), social role (social role), image self (self image), the category of contributive factors, namely the trait and motivation (motive) parameters. Shermon's Competency Theory for Regional Heads in leading regional governance can be effective by adding parameters of local culture factors so that the six Shermon competency theories can be implemented. For research on the managerial competence

certainty is carried out in accordance with Service Standards; m). service security and safety guarantees in the form of a commitment to provide a sense of security, free from danger and risk of doubt; and n). Executor performance evaluation. Evaluation of the performance of service providers is carried out according to the perceptions of the service recipient.

7. Local Wisdom, the Leadership of the Regional Head is much influenced by local wisdom as a Bone bugis who upholds religious values, prioritizes local ethics and norms, because the regent was born and raised with cultural values. religious. With this viewpoint, the actualization of religious and cultural values as such is certainly attached to the regent's social behavior pattern so that it is interpreted that the regional head must maintain self-respect, maintain family honor and position honor, has an essential meaning, both for himself and for his family.

of regional heads it is suggested to use other analysis tools besides the sherman theory.

## REFERENCES

- Amstrong, Michael, 2006. *A Hand Book Of Human Resource Management Practice* (10<sup>th</sup> edition), London : Kogan Page.
- Amstrong, Michael, 2007, *Strategic Human Resource Management* (3<sup>rd</sup> edition), London : Kogan Page.
- Apter. David.1965. *The Politic of Modernization*. Chicago: University of Chicago Bass, B.M. 1985. *Leadership and Performance Beyond Expectations*. New York: The Free Press
- Bass, B.M., Avolio, B.J. 1994. *Improving Organizational Effectiveness through Transformasional Leadership*. Thousand Oaks : Sage
- Bass, Bernard M., dan Avolio, Bruce J. (1990). *Developing*

- Transformational Leadership 1992 and Beyond*. Journal of European Industrial Training. Vol .14(5). 21 – 27. 18
- Bungin, Burhan, 2006. *Metodologi Penelitian Kualitatif*, PT. Raja Grafindo Persada : Jakarta.
- Burns, 2007, *Decentralization In Health Care: Strategies and Out Comes*, Penerbit McGraw-Hill International.
- Burns, D., Hambleton, R, & Hogget, P. 1994. *The politics of decentralization revitalizmg local democracy*. London : Macmillan.
- Burns, J.M. 1978. *Leadership*. New York : Harper & Row
- Burt Nanus.1992 *Visionary Leadership: Creating a Compelling Sense of Direction or Your Organization*. San Francisco, CA: Jossey-Bass Publishers.
- C.F. Strong. 1960, *Modern Political Constituion*, Sidgwick & Jackson Ltd., London.
- D.G.A. Poelje. 1953, *Algemene Inleiding Tot De Bestuurskunde*, Alphen aan den Rijn, N. Samson N.V.
- Cheema, G, Shabir and Dennis A. Rondinelli, 1983. *Decentralization and Development Policy Implementation in Developing countries*: Sage Publication, Baverly Hills/London/New Delhi. P. 14
- Cohen M, John and Peterson B, Stephen. 1999, *Administrative Decentralization (Strategies for Developing Countries)*, Kumarian Press : USA.
- Conyers, Diana.: *Decentralization and Development: A Framework for analysis*”, Community Development Journal, An International Forum Oxford University Press, Vol 21 No 2, p .90, April 1986.
- Creswel, John. W. 1994. *Research Design Qualitative & Quantitative Approaches*. Sage Publication: New Dehli.
- Dan Nahapiet Janine, “*Social Capital, Intellectual, and the Organization Advantage*”, 1998. *Academy of Management Review*. Vol. 23, No.2, 243-266.
- Denzin, Norman K. 1994. *Handbook of Qualitative Research*. United States of America, Sage Publications
- Dessler, Gerry, 1997, *Manajemen Personalia* (ALih Bahasa : Darma), Jakarta : Penerbit Erlangga.
- Dharma, Surya, 2002, *Pengembangan SDM Berbasis Kompetensi*, dalam Soetjipto, Budi, et.al., 2002, *Paradigma Baru-Manajemen Sumber Daya Manusia*, Yogyakarta : Amara Books.
- Dilye M. Hill.1974. *Democratic Theory and Local Governance*, London : George Allen & Unwins Ltd.
- Ermaya Suradinata, 1998, *Manajemen Pemerintahan dan Otonomi Daerah*, Bandung :Ramadan
- Fletcher, L Christine: *Decentralization in Indonesia, Thingking Nationnaly Acting Locally*, Paper Presented to The Students and Staff at STPDN COLLEGE, Bandung 18<sup>th</sup> February 2003
- Frederickson, H. G., *The Spirit of Public Administration* San Franccisco: Jossey- Bass Publishers.
- Ghosal, Sumantra dan Wenpin Tsai, “*Social Capital and Value Creation: the Role of Intrafirm Networks*”. 1998, *Academy of Management Journal*, Vol.41, 464-476.
- Gibson, Ivancevich, Donnelly, 1996, *Organisasi : Perilaku, Struktur, Proses*, Edisi Kedelapan Jilid Satu, Terjemahan Nunuk Ardiani, Jakarta : Binarupa Aksara
- Gibson, Ivancevich. 1984. *Organisasi dan Manajemen Perilaku Struktur Proses*. Jakarta: Penerbit Erlangga.

Gibson, James L. etc, 2006, *Organization, Behaviour, Structure, Processes*, New York : McGraw-Hill

Gilley, J and A. Maycunich, 2000, *Performance Consulting in*

*Organizational Learning, Performance and Change*, Cambridge : Perseus Publishing.