**ARCHIPELAGIC GOVERNANCE LEADERSHIP**

**(The Province of Bangka Belitung islands)**

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***ABSTRACT***

*This research aims to determine and analyze the Archipelagic Governance Leadership in the Bangka Belitung Islands Province and explore an Archipelagic Governance Leadership Model in the Bangka Belitung Islands Province. This research uses a qualitative method with a descriptive analysis approach. In this research the main informants were 6 (six) officials who were considered to have key information and some elements of the community as supporting informants. The results showed that the leadership of the Archipelagic Governance was the ability of a regional head/ Governor of the Bangka Belitung Islands to use authority to combine proportional water and land management, and be managed for the people on land but based on marine life. The Archipelagic Governance Leadership Model is a new model of leadership concept that is the result of research findings, which has the traits and characteristics of:* ***a) Archipelagic Governance Leaders*** *which include: making decisions quickly, appropriately, being responsible, being assertive, thinking flexibly and thoroughly, and use simple methods, true, act, map, people (STAMP)* ***b) Situations and Conditions of Archipelago*** *which include: effective, efficient, alert and courageous* ***c) Vision and Mission of the Archipelagic Organization*** *which includes: having clear goals, visionary goals (looking forward), and able to draw lessons from the past,* ***d) Followers/ Archipelagic Society*** *which includes: prioritizing the safety and welfare of followers, protecting followers and upholding fraternity.*

# *Ke ywords; Leadership, Leadership Governance, archipelagic Leadership Governance.*

# INTRODUCTION

# Law Number 23, the year 2014[[1]](#footnote-1). Management of natural resources includes exploitation, exploration, conservation, spatial planning, administration, and maintaining security and preserving state sovereignty. Provinces with an archipelago character are also regulated in the Law, which can be observed in Article 28 paragraph (2)[[2]](#footnote-2) and Article 29 paragraph (1)[[3]](#footnote-3). Bangka Belitung Islands Province is an expansion Province of South Sumatra Province. Bangka Belitung Islands Province was determined as a Province based on Law No. 27 the year 2000 concerning the Establishment of the Bangka Belitung Islands Province with the Provincial Capital of Pangkalpinang city[[4]](#footnote-4). The development of the Bangka Belitung Islands Province was based on the National Development objectives, elaborated through the regional development concept approach. As for the concentration of development in terms of districts/cities[[5]](#footnote-5):

**THE DEVELOPMENT AREAS WHICH ADJUSTED TO THE POTENTIAL**

SECTOR OF PROCESSING INDUSTRY, TRADE, AND SERVICES AND TOURISM

FIELD OF TRADE AND INDUSTRIAL SERVICES, TOURISM, PLANTATION, AND MINING

BANGKA BELITUNG ISLANDS

BANGKA REGENCY

BELITUNG BELITUNG

SECTOR OF AGRICULTURE TRADE AND SERVICES, TOURISM, SEA FISHERIES, AND PROCESSING INDUSTRY

BANGKA BARAT REGENCY

BANGKA TENGAH REGENCY

BANGKA SELATAN REGENCY

BELITUNG TIMUR REGENCY

SECTOR OF AGRICULTURE, PLANTATION, PROCESSING INDUSTRY, AND MINING

SECTOR OF PLANTATION AND MINING

SECTOR OF AGRICULTURAL, SEA FISHERIES, AND PLANTATIONS

SECTOR OF AGRICULTURAL, PLANTATION, MINING, AND PROCESSING INDUSTRY

CITY OFPANGKALPINANG

**Development Concentration Evaluated by Regency/ City in the Bangka Belitung Islands Province Region**

# *Sources: Regional Planning Agency of Bangka Belitung Islands Province year 2012*

**Graph 1.1 Projected Economic Growth of Bangka Belitung 2011-2017**

# Speaking of the welfare aspects of the Bangka Belitung Islands Province in terms of its Gross Regional Domestic Product Growth (GRDP), it endured a slowdown in 2014 triggered by among others the low growth of the tin mining sector which also had an impact on slowing growth in the trade and construction sector. In the mining sector, regulations issued by the government, among others, the existence of tin export obligations must pass through commodity exchanges, which require high quality and origin of mining authority, prompting tin production to decline. Besides, the government also tightened the granting of mining permits and did not extend the contract of one of the largest tin producers[[6]](#footnote-6); this shows the high dependency of the community's economic growth on the tin mining sector.

S

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30,000 40,000 50,000 60,0002011 2012 2013

4.00

3.00

2.00

1.00

-

5.0

-

4.6

8.00

7.00

6.00

4.65

5.22

5

-

6

S

10,000

4.0 4.1

SEKTOS

20,000

# *Source: Bank of Indonesia*

Vision and Mission of the Governor and Deputy Governor for the 2012-2017 period which reads: *"The realization of the Bangka Belitung Islands Province that is Independent, Advanced, Fair and Competitive based on local potential through the development of synergy and urban and rural connectivity*," stated in the Regional Regulation of the Bangka Belitung Islands Province Number 6 the year 2012 concerning the medium-term development plan (RPJM) of the Bangka Belitung Islands Province year 2012 - 2017. Based on an analysis of strategic issues and taking into account the vision, mission, goals, and targets submitted by the elected Governor and Deputy Governor, 13 (thirteen) leading regional programs have been formulated, that become the Priority of the Bangka Belitung Islands Province during the 2012 - 2017 period as follows: 1. Development of One Village One Product (OVOP) and commodity cooperatives; 2. Advancement of local culture and tourist destinations; 3. Strengthening rural-urban linkages; 4. Community empowerment and poverty reduction; 5. SATAM GOLD Program; 6. Improving the study quality of 12-year compulsory education; 7. Improving Health Services; 8. Facilitation of Reclamation of Critical Land and Former Mining Land; 9. Enhancing environmental quality; 10. Control of spatial use; 11. Developing infrastructure and increasing connectivity among regions; 12. Developing strategic, backward, coastal, and small island areas; and 13. Improvement of government and apparatus management. The Points of Mission and leading programs are used as a guideline in determining the focus of research, which in the mission and superior program items are related to the implementation of governance whose scope correlates with the art of leadership of a governor in describing development in the field of archipelagic affairs. The selection of Mission and program points is perceived to have a very close coefficient with the title of this research.

Speaking of the development of the archipelagic sector budget during 2012-2017, it did not show a significant budget to support archipelagic life, with the following sample: **In 2013**, (1) at the Agricultural, Fisheries, and Forestry Counseling Agency, the Budget of BTL Rp. 2,855,651,099: BL Rp. 4,260,752,986 with a contributions comparison of 0.37%: 1.01% of the total Regional Expenditure Budget, (2) at the Archipelagic and Fisheries Agency, BTL Rp.0: BL Rp.19,438,770,500 with a total contribution of 0.00%: 4.63% to the total Regional Expenditure Budget, (3) At the the regional Secretariat, BTL Rp.27,891,734,302.00: BL Rp.65,422,247,822.85 with a contribution ratio of 3.58%: 15.58% of the total APBD. **In 2014** (1), the Agricultural, Fisheries, and Forestry Extension Coordination Agency was BTL Rp.3,424,376,634: BL Rp.3,331,486,643 with a contribution ratio of 0.19%: 0.40% to the total APBD, (2) at the BTL Archipelagic and Fisheries Service Rp. 8,883,668,826: BL Rp.7,127,627,482 with a comparison of contributions of 3.10%: 0.85% to the total APBD and (3) At the Regional Secretariat, BTL Rp.29,107,765,014.00: BL Rp.77,425,227,477.00 with a contributions comparison of 10.14%: 9.18% of the total Regional Expenditure Budget[[7]](#footnote-7).

Based on the description of the research background above, the researcher can identify the problem as follows:

1. The budget is currently low in the marine and archipelagic programs in the Bangka Belitung Islands Province.
2. The high rate of poverty and unemployment in the Bangka Belitung Islands Province.
3. The governor's low role as the leader of an organization in developing marine and archipelagic potential in the Bangka Belitung Islands Province.
4. The community's weak role as followers in influencing the policy of a Governor in the Bangka Belitung Islands Province.
5. The weak vision and mission of a Governor in succeeding Bangka Belitung Islands Province as a archipelagic area.
6. High dependence on local commodities.
7. The global economic slowdown has prompted the price of tin and local plantations to plummet.
8. The development of archipelagic tourism potential is not optimal due to significant community dependence on the tin.

Based on the identification of the problems above, the archipelagic leadership model of the Governor of the Bangka Belitung Islands Province is particularly appealing for the author to be examined under the title "**Archipelagic Governance Leadership in the Bangka Belitung Islands Province**."

**The concept of leadership according to** *James Mac Gregor Burns*,[[8]](#footnote-8): "*I describe leadership here as no mere game among elitists and no mere populist response but as a structure of activities that engage persons, to varying degrees, throughout the levels and among the interstices of society. Only the inert, the alienated, and the powerless areunengaged”.*

**The Concept of Indonesian Governance Leadership according to** Pamudji[[9]](#footnote-9) in analyzing government leadership, the following variables need to be considered: a) Leader, that is someone who performs the leadership function; b) Followers, that is a group of people who are placed to follow, or who functions as followers (followership); c) Situations and conditions, that is conditions that surround the leadership and participation.

**The Concept of Governance Leadership according to** Sadu Wasistiono includes the fourth variable in line with the views of Wall, Solum, and Sobol[[10]](#footnote-10), which offer a visionary leadership model.

**The concept of digital leader** expressed by Qualman that digital leader[[11]](#footnote-11) is "a leader who has a leading habit that adapts to the open world of the digital age."

**The concept of archipelagic leadership**, according to Wahyono[[12]](#footnote-12), is the leadership of the captain to his/her subordinates which is characterized by nine elements:

1. Devout and Commitment to God Almighty
2. Possesses clear goals and directions
3. Sets eyes to the future and pulls cruise from the past
4. always be vigilant
5. acts and thinks flexibly
6. thinks thoroughly
7. prioritizes the safety of the ship and its men
8. protect his/her subordinates and their families
9. fellowship among seamen

**The Concept of Archipelago** according to Crawfur[[13]](#footnote-13)is

*"The Archipelago is arranged into groups and chains of islands, with a great island intervening here and there. The islands are upon the whole thickly strewed, which gives rise to innumerable straits and passages which would occasion from their intricacy dangerous navigation, were the seas of the Archipelago not distinguished, beyond all others, by the proximity of extensive tracts of land, by their peaceful nature, and by the uniformity of the prevailing winds and currents".*

This research integrates some of the concepts above to be used as an analysis knife of the governor of the Bangka Belitung Islands to obtain a new model of Archipelagic Governance Leadership concept (AGL model)

# METHOD

A qualitative method with a descriptive analysis approach in this research is considered highly appropriate, especially in social sciences research, including government science. It is a suitable strategy to explore information and understand the reality of research objects in depth and detail, particularly the governor's Archipelagic Governance Leadership in implementation in the field. In this research, the key respondents or informants are officials who are considered to have essential information. As can be observed in the following table:

|  |  |
| --- | --- |
| **Ideal Key Informant** | **StandardKey Informant** |
|  |  |
| 1. Governor
2. Chairman of the Regional People's Representative Assembly
3. Regional Secretary
4. Danlantamal Babylon
5. Head of Fisheries and Archipelagic Agency
6. Karo. SETDA Government
 | 1. The Governor, represented by the Deputy Governor
2. The Chairman of Regional People's Representative Assembly, represented by the Deputy Chairman of Regional People's Representative Assembly
3. Regional Secretary, represented by Regional Assistant
4. Danlantamal Babel, represented by Wadanlantamal
5. Head of Fisheries and Archipelagic Agency (permanent)
6. Karo. Government (permanent)
 |
| **Supporting Informant** |  |
| Community Figures of coastal fishers/community groups and educational figures  | 1. Syaiful Lizan, S.IP., M.Si(Community Figure)
2. Ihsan, S.Pd (Educational Figure)
3. Pak Betmen (Community Figure of Fishermen/Coastal Communities)
4. Ibu Luna Febrianti, S.Sos.,M.A

(Community Figure and Education Figure) |

**Table 1. Informant Classification**

Conceptualization shows abstract depictions of the studied object in a series of words arranged according to research needs. The conceptual framework of this research is how the Archipelagic Governance Leader-ship in the Bangka Belitung Islands Province in content and prosperous followers, especially employees and the community, the conceptual framework of Archipelagic Governance Leadership is an integration of digital concept leader by Eric Qualman[[14]](#footnote-14), the concept of Indonesian Government Leader-ship by Pamuji[[15]](#footnote-15), the concept of Leadership Governance by Sadu Wasistiono[[16]](#footnote-16), the Concept of Archipelagic Spiritual Leadership by Wahyono[[17]](#footnote-17) and Archipelago Concepts by Crawfur D, FRS John[[18]](#footnote-18). For more details related to the researchers' conceptual framework as follows:

**Table 2. The Concept of Archipelagic Governance Leadership**

|  |  |  |
| --- | --- | --- |
| **Concepts** | **Dimensions** | **Indicators** |
| **(1)** | **(2)** | **(3)** |
| 1. The concept of Archipelagic Governance Leadership integrates the concepts of :***1.*** *Digital Leader is "a leader who has a leading habit that adapts to the open-world digital age” (*Qualman, Erik; 2012)1. *The Concept of Indonesian Governance Leadership (Pamudji, 1982)*
2. *The Concept of Governance Leadership (Sadu Wasistiono, 2013)*
3. *The Concept of Archipelagic Soul Leadership (Wahyono S.K, 2011)*
4. *The concept of Archipelago by (Crawfur D, F.R. S. John, 1820)*
 | Archipelagic Governance Leaders | 1. Organizational Leaders and Social Leaders
2. "STAMP (simple, true, act, map, people)" Digital leadership
3. Possesses Archipelagic Soul
 |
| Vision and Mission of the Archipelagic Organization | 1. CoreStrategy
2. Consequencesstrategy
3. CustomerStrategy
4. Controlstrategy
5. CultureStrategy
 |
| Situation and Conditions of Archipelagic | 1. Successful leaders are born and formed from a archipelagic environment
2. Prioritizes archipelagic development
3. Possesses effective leadership
 |
| Followers / Archipelagic Society | 1. Employees and the Community are willing to obey and become role models since they are considered auspicious and with archipelagic spirit
2. Employees and the Community are critical of their participation in playing an active role in advancing the archipelagic sector
3. Maintains and preserves the local wisdom
 |
| Archipelagic /*Archipelago* | *Community-based coastal**resources management* |
| **Concepts** | **Dimensions** | **Indicators** |
| **(1)** | **(2)** | **(3)** |
| 2. The Archipelagic Governance Leadership Model Concepts are: Model Concepts (Pamela J, James William, and Dominic Larosa, 2003) Archipelagic Governance Leadership (MGL) Models | Model | Model of Archipelagic Governance Leadership (MGL) |

The sampling technique used is purposive sampling for key informants and Snowball Sampling for supporting informants. The type of data from this research is primary data and secondary data. Primary data originates from key and supporting informants. Secondary data is sourced from articles, literature studies, documents and photos, statistical data, archives from the government, and mass media publications.

# RESEARCH AND RESULTS

**Analysis of Archipelagic Governance Leadership in Bangka Belitung Islands Province**

In terms of characteristics of its people and its geography, Bangka Belitung Islands Province is archipelagic; the community is accustomed to marine and archipelagic life and inhabits the islands. A total of 189,774 with a percentage of 31.4% of the Bangka Belitung Islands Province work in agriculture, forestry, hunting and fisheries out of a total of 604,223 productive populations. Observed from that perspective, Archipelagic Governance Leadership is an alternative model of a government leader, in this case, for the governor to influence his/her followers and function as a two-foot model of government leader since it describes one foot in the formal organization leader. In contrast, the other foot functions as leaders in community entities who are always bound to an organization or institution. The leader has other qualities or characteristics, particularly the archipelagic character in achieving the vision of advancing archipelagic life.

# Analysis of Archipelagic Governance Leaders

The leader of the archipelagic government, in this case, the Governor of the Bangka Belitung Islands is a government official with followers, either subordinates or communities, which is expected to have a love of nature and archipelagic life and prioritizes seeking livelihoods on and through the sea since his/her environment is a archipelagic environment. Archipelagic Government Leaders are depicted with indicators:

* 1. Organizational Leaders and Social Leaders

While running the wheels of his/her government, the governor must possess the skills to reach quick and accurate decisions, considering the governor is a leader with a two-foot model.

* 1. STAMP (simple, true, act, map, people) Digital Leadership

 "The governor should use the STAMP (simple, true, act, map, person) method. One of its applications is the use of information technology as the primary support in running the government and supported by a reliable and professional team, in order to reach information disclosure. Therefore, the public can participate in development initiated by a leader.

* 1. Archipelagic Life

 It is appropriate to apply archipelagic style leadership. It must have a leadership style of a ship captain, which is formed due to the sea culture is not only hierarchical. However, also kinship and partnership by applying independence, courage, precision, accuracy, speed of action, trust, togetherness, and affection thus as a consequence the subordinates in the organization are willing to obey and to become a role model leader by followers, and the community can be accomplished.

# Analysis of the Vision and Mission of the Archipelagic Organization

The Governor of the Bangka Belitung Islands is an archipelago leader who must be visionary and responsive in responding to various shifts and changes in the community's values and organization in his/her working area.

Five strategies must be used by the Governor of the Bangka Belitung Islands to develop his/her vision and mission.

1. Core Strategy

 The Governor of the Bangka Belitung Islands has understood the concept of core strategy; however, in reality, the concept has not been applied by the Governor of the Bangka Belitung Islands; this can be recognized from the Vision of the Provincial Government of the Bangka Belitung Islands as implicated in the RPJMD Document. In his/her vision, the governor does not exhibit the archipelagic sector and even specific other sectors as the direction of the success of his/her vision.

1. Consequences strategy

 The Governor of the Bangka Belitung Islands has not been able to provide a proportionate budget portion for the Regional Apparatus Organization (OPD) that deals with the archipelagic affairs, therefore, the granting of rewards and punishments cannot yet be applied mainly to the OPD who is in charge of these affairs.

1. Customer Strategy

Fundamentally, all people are unquestionably customers in every government development, either directly and indirectly. In performing its vision and mission, there has been an attempt by the governor as the leader of the government in the Bangka Belitung Islands Region to make the community the customer or the main target of development, in this case, the development of archipelagic. The Governor has also involved his/her customers in improving and developing archipelagic life in the Bangka Belitung Islands Province, although these efforts have not shown significant results.

1. Control strategy

 In the control strategy of cooperation and commitment of policymakers, ranging from top management to lower management, it is very much required for the vision and mission of the governor to be appropriately accomplished within the specified time frame. If related to the theoretical view, the governor of the Bangka Belitung Islands Province is considerably consistent in implementing the control strategy established and always synergizes with the policymakers, in this case, precisely the policy in the field of archipelagic affairs.

1. Culture Strategy

 The Governor of the Bangka Belitung Islands has not been able to create an organizational culture that can make his/her followers motivated to innovate optimally. Therefore, it supports the realization of the vision and mission.

# Analysis of the Situation and Conditions of Archipelagic Affairs

In Indonesian government leadership, according to Pamudji[[19]](#footnote-19) that the situation and conditions surrounding leadership impact the success of a leader. Moreover, these situations and conditions can form a person to become a leader. Theorists have developed environmental theories[[20]](#footnote-20); this can be a reference if it is related to the government's leadership in the scope of the Bangka Belitung Islands Region, where the situation and condition of the area have a theme of Archipelagic affairs.

1. Successful Leaders, Born and Formed in a Archipelagic Environment

 The Governor of the Bangka Belitung Islands is a leader who was born and formed in the archipelagic environment. Therefore there is the great hope of success in leading the Bangka Belitung Islands region. However, in the governmental administration, the Governor of the Bangka Belitung Islands is still partial and has not yet made the whole sector of the marine sector a development priority.

1. Prioritizes Archipelagic Development

 The archipelagic affairs that become the core business of the implementation of development and receive priority portion in the Bangka Belitung Islands Province are tourism affairs, in this case, marine tourism and coastal infrastructure development, not including marine and fisheries affairs.

1. Possesses effective leadership

 Observing the leadership effectiveness of the Bangka Belitung Islands Governor, which is closely related to the leadership style, there is a positive assessment of the governor's leadership characteristic. In the community's eyes, the governor is considered a quite good leader since he/she does not have a stubborn and grumpy temper. Furthermore, in the eyes of subordinates in the organizational environment, the governor is considered capable of protecting subordinates. Therefore the researcher concludes that the Governor adheres to an integral leadership model and further emphasizes personal traits and behavior with situational factors.

# Analysis of Followers/ Archipelagic Society.

# A leader deemed capable or expected to provide benefits (directly or indirectly, materially or ideally) or satisfy the needs of his/her followers (physiological, security, social, prestige, et cetera.) will be obeyed. Employees and the Community are willing to obey and make a leader, in this case, the governor as a role model, since he/she is considered successful and having a archipelagic spirit. Employees and the community are critical of their participation in playing an active role in advancing the archipelagic sector, maintaining and preserving local wisdom.

1. Employees and the Community are willing to obey and make as role models since they are considered auspicious and possesses the archipelagic spirit.

 The Governor of the Bangka Belitung Islands as the leader of the organization, has followers called subordinates or employees. Employees have a high tendency towards compliance because state regulations bound them; therefore, it is not difficult for the governor to control followers in the employee segment.

 The Governor as a social leader, has supporters, specifically the community that voted for him/her who are usually committed to obeying and comply, and the people who do not vote for him/her in Direct Election, which with their diversity become the pros and cons dynamics for the governor in leading.

1. Employees and the community are critical of their participation in playing an active role in advancing the archipelagic sector.

 In achieving organizational goals or in realizing archipelagic development, the governor is obliged to protect his/her followers to actively participate in overseeing and supporting the program of archipelagic development activities in the Bangka Belitung Islands Province. All forms of input, criticism and constructive suggestions aimed at the Governor of the Bangka Belitung Islands are essential for future improvements.

1. Maintain and preserve the local wisdom

 The Governor of the Bangka Belitung Islands can be considered as a very concerned leader toward local wisdom; this can be recognized from the support of the governor in maintaining a archipelagic culture which is an ancestral tradition, mainly providing facilities for the implementation of archipelagic cultural activities that is closely related to local wisdom.

The researcher concludes in broad outline on the concept integration used as a knife for analysis in this research that the leadership of the archipelagic government is the ability of a regional head to use authority to combine waters and land management proportionally and be managed for the people on land although based on archipelagic life.

# CONCLUSION

**New Models Which Required in Leading the Government in the Archipelagic Region**

Based on the theoretical basis, empirical conditions, laws and regulations, and the research results described previously, a new model of leadership concept is obtained, which is the **Model of Archipelagic Governance Leadership** (MGL). The description of the model can be observed in the Figure below:

# Picture 1. Model of Archipelagic Governance Leadership (MGL)

# New Model of Archipelagic Governance Leadership (AGL) Concept

Based on the image above, the leadership of the archipelagic government is the Archipelagic Governance Leadership (MGL) Model, which is a leadership model that is a research finding, can be employed by a regional head whose islands characterize territory and community. The leadership of the archipelagic government must possess the following characteristics and qualities: a) The leader of the archipelagic government which includes: quick and precise decision-making, responsible, assertive, thinking flexibly and thoroughly, and practicing simple, true, act, map, people (STAMP) methods b) Situation and Conditions of Archipelagic Affairs which include: effective and efficient and vigilant and brave c) Vision and Mission of the Archipelagic Organization which includes: possessing clear goals, visionary (looking forward), and being able to draw lessons from the past, d) Archipelagic Followers/ Communities which includes: prioritizing the safety and well-being of followers, protecting followers and upholding kinship.

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3. Ibid Article 29 Paragraph 1 [↑](#footnote-ref-3)
4. See Law No. 27 the year 2000, concerning the Establishment of the Bangka Belitung Islands Province [↑](#footnote-ref-4)
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18. Crawfur D, F. R. S. John. *Op.Cit* p. 4 [↑](#footnote-ref-18)
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