

An Ideal Leadership Concept to Reach Good and Clean Governance

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The purpose of this study is to analyse and interpret whether Asta Brata is an ideal leadership concept in realising good and clean governance. The research methodology uses a qualitative approach. The results of the study revealed Asta Brata is an ideal leadership concept in realising good and clean governance and gave birth to an ideal leader. This is evidenced by the principles of good and clean governance contained in the Asta Brata leadership concept. Every Brata in the concept of Asta Brata leadership is interrelated between saru and the others, so that in the context of simultaneous application it will produce perfect leadership and give birth to an ideal leader. , so that it can only realize 3 principles of Good and clean governance. This proves that if a leader adopts the overall concept of Asta Brata leadership, with wise and appropriate application, a good and clean form of government will be produced, and will produce an ideal leader.

Keywords: *Asta, Brata, Concept, Ideal, Good, Clean, and Governance.*

Introduction

The success of leadership is strongly influenced by the character of the leader himself, so this becomes an interesting thing, especially in relation to good and clean governance. In relation to leadership in Indonesia, which assumes leaders in this country, the government has enacted legislation regarding public services as a follow-up to good and clean governance, namely in the Decree of the Minister of Administrative Reform No. 63 of 2003 and strengthened by Law No. 25 of 2009 concerning public services. The meaning of public services refers to the essence of providing excellent services to the community, which is an embodiment of the obligation of the state apparatus as a public servant. In their implementation, public services have the following principles: transparency, accountability, conditional, participatory, equal rights, and the balance between things and obligations.

A good and clean government is a dream for the creation of legal certainty between the community and the organiser, in this case the government. The purpose of the delivery of public services as a tangible manifestation of good and clean governance, according to the law, is the achievement of good results from the duties and responsibilities carried out by employees according to their obligations. It is also the successful implementation of how to serve the public properly and correctly according to the rules prepared by a state or regional official.

In realising good and transparent governance based on a good governance system, the State Administration Agency (LAN) concludes nine bases for reference. namely: Participation (participation), Law enforcement (rule of law), Transparency (transparency), Responsiveness (responsiveness), Agreement orientation (consensus orientation), Equality (equity), Effectiveness (effectiveness) and efficiency (efficiency), Accountability (accountability) and Strategic vision (strategic vision).

Asta Brata, comes from the word "asta" which means eight and "brata" which means the main behaviour or obligation. Asta brata in other words, can mean eight important characters that must be inherited by each leader. It refers to 8 gods, namely: Solar God or Sun God, Candra God or Moon God, Bayu or Wind God, Kuwera God or Wealth God, Baruna or Sea God, Agni or Fire God, Yama or Atman God, Indra God or Rain God (Mahendra, 2001: 25-43).

Public sector leadership is far more specific than general leadership and even more expansive than political leadership. Van Wart (2003) suggested several types of public sector leadership, namely organisational leadership, political leadership and civil rights leadership. The debate about administrative leadership in the public sector has been seen for the benefit of researchers and practitioners. Focus on public sector leadership is associated with the broad diffusion of public management reforms in Europe and in America States, as well as a general shift from managerialism to leaderism (O'Reilly and Reed, 2010).

Senior public officials have greater responsibilities and higher autonomy. This adds to the possibility of a degree of freedom limited and leadership exercises in different ways (Dull, 2008). Practitioners and academics have often questioned whether administrative leadership (also called public sector leadership or PSL) is different from leadership in the sector private sector (Rainey and Bozeman, 2000).

In regards to national leadership, our view will be directed to the Governor of the Special Capital Region of Jakarta, who has captured the attention of all Indonesian people with his controversial leadership attitude and style. Basuki Tjahaja Purnama was the Governor of the Special Capital Region of Jakarta in the 2014-2017 period, replacing Mr. Joko Widodo who was elected President of the Republic of Indonesia in the 2014 Election. The election of Basuki



Tjahaja Purnama's, often called Ahok, was quite a surprise, where an Indonesian son first Chinese descendant who served as Governor in the National Capital.

Ahok, was known as an honest, polite, transparent, and humble person before being elected. After being elected as deputy governor, it suddenly changed when he became Governor of the Special Capital Region of Jakarta. Here the writes discloses a moral responsibility in that Basuki Tjahaja Purnama and the writer have a close relationship, which grew even more so after Ahok entered the GERINDRA Party (Great Indonesia Movement) cadre during the Governor's nomination with Mr. Joko Widodo in 2012.

Ahok's controversial leadership style put him in the spotlight of all circles. In contrast to Mr. Ir. Joko Widodo, the previous governor who always put forward the attitude of courtesy, Basuki Tjahaja Purnama or Ahok was more assertive. This hard attitude is not shown in the policies or behaviour, but from the manners of speech and verbal communication carried out with the people of DKI who incidentally are the fostered residents.

Periscope Data Executive Director Muhammad Yusuf Kosim also explained from the same source the results of a survey of Periscope institutions on the leadership of Basuki Tjahaja Purnama or Ahok after leading the capital city of Jakarta for less than a year. It showed 1.0% of respondents rated Ahok's leadership style to be very good and 42.4 % stated good. While 33.2% of respondents rated Ahok's leadership style as not good and 1.8% as not very good. As many as 21.6% of respondents answered they did not know. Ahok's leadership style is well based on a number of reasons. Mainly, because it is firm. The percentage of respondents who rated Ahok as firm was as much as 66.4%, brave 12%, honest 5.1%, close to the people 5.1%, disciplined 3.7% and authoritative 2.8%. While Ahok's leadership style was declared not good, the main reason was because of arrogance. Here the percentage of respondents that rated Ahok as arrogant was as much as 76.6%, not close to the people 9.7%, speak out frankly 6.3%, authoritarian 2.9%, less assertive 2.3% and that performance had not been proven 0.6% (<http://news.liputan6.com> access March 2017).

Judging from the results of the survey, the percentage of people who liked Ahok's leadership style with his arrogant and assertive character was in proportion to the people who did not like the leadership character. The news broadcast "How are you Indonesia, TV One". Ahok's leadership as Governor of the Special Capital Region of Jakarta had good intentions to improve the Jakarta area for everyone, but the procedures and steps taken were often subject to controversy because of using unusual steps that may not have been necessary. According to Dr. Emrus Sihombing, an expert in political communication at the University of Pelita Harapan Ahok, it had no ethics. The leadership of Basuki Tjahaja Purnama, or Ahok, brought progress towards the development of infrastructure in the Special Capital Region of Jakarta, but there were pros and cons to this and even extraordinary noise. It can be concluded from the facts

outlined above, that one of the tasks of the regional head, according to the law, is to maintain public order and peace.

In this research, the writer tries to study the topic of leadership in realising good and clean governance in the context of Basuki Tjahaja Purnama's leadership as Governor of the Special Capital Region of Jakarta through the concept of Asta Brata's leadership. Starting with the background of the research above, the problem to be studied is focuses on the extent to which the leadership of Basuki Tjahaja Purnama as the Governor of the Special Capital Region of Jakarta meets the Asta Brata concept. Is Asta Brata an ideal leadership concept in realising good and clean governance?

Research Methods

This research is research in the public administration science that intends to examine the leadership model in the public sector in the administration of the Special Region of Jakarta. The final goal of this research is to find an alternative model of the ideal public leadership by synergising the Asta Brata leadership concept with good and clean governance, so as to produce quality and responsible local government leaders for the interests of the community.

Type of Research

The paradigm in post positivism or non-mainstream research becomes a guidebook in this study with the type of qualitative research that aims to carefully observe a phenomenon in depth and comprehensively or in general in the context of a certain scope and time. The phenomenon in this research is the character of Basuki Tjahaja Purnama's perspective of Asta Brata's leadership in realising good and clean governance. Qualitative research is basically carried out with the aim of examining the research problems in depth and comprehensively. As stated by Corbin (2003: 5), qualitative research is intended to analyse, describe and interpret clearly the problem under study, for that the researcher uses qualitative research because it is considered more capable of studying phenomena logically and revealing something behind unknown phenomena (neumena).

Research Location

Factually, several types of public sector leadership organised by the Jakarta Special Capital City Government, Basuki Tjahaja Purnama's leadership type, were selected by researchers to be further studied and explored in connection with the complex problems of the Special Capital Region of Jakarta, so that the realisation of Jakarta society with dignity and prosperous.

This research was carried out specifically for the executive and legislative government of the Special Capital Region of Jakarta, specifically on the perspective of Basuki Tjahaja Purnama's leadership in leading the Special Capital Region of Jakarta. Here are some considerations for researchers choosing research locations in the Special Capital Region of Jakarta:

1. Leadership in special areas of the Capital City of Jakarta Era Basuki Tjahaja Purnama is a different type of leadership from the previous leader, the pros and cons of leadership are very complex.
2. Under the Asta Brata perspective, which has 8 principles, it is very relevant to be the knife of analysis of leadership in special areas of the capital city of Jakarta Era Basuki Tjahaja Purnama.
3. The researcher considers that in an effort to obtain data from the research location the accessibility of the required data is quite easy to obtain, assuming the researcher has conducted preliminary research and has built an emotional bond with the parties concerned.

Justification of the three phenomena of the problems mentioned above, becomes the main consideration of researchers choosing research located in the Special Capital Region of Jakarta. Besides that, another consideration is the expectation of researchers that later research results can be used as best practices in other areas in terms of Public Sector Leadership.

Research Focus

The focus of this research is to describe, analyse and interpret the problem which is then broken down to be the focus of research. Description of the steps in the framework of defining the phenomena of Basuki Tjahaja Purnama's leadership was first carried out from a very general problem relating to leading the capital city of Jakarta and it then focused on specific issues.

From the formulation of the problems that have been described, Asta Brata is an ideal leadership concept in realising good and clean governance, focusing on the synergy of the 8 Asta Brata principles of transparency, accountability and consistency as an ideal model of good and clean governance in public sector leadership.

Data Types and Data Sources

Data in the context of this study is interpreted as information obtained through various methods of data collection in the field related to the formulation of the problem proposed. Based on its form, there were two groups, namely verbal data, including verbal and written words, and non-verbal data in the form of actions, which contains information related to research studies. Meanwhile, based on the data source, the type of research data is divided into two: primary data, namely data obtained by researchers directly from the first source, both attached to words



and actions; and secondary data, namely data obtained by researchers indirectly from the main source. In this case it was because of various events related to the problem of the research study that had occurred or ended, but there being second parties who deliberately recorded and saved the data.

Data sources are interpreted as places where research data is attached or located, because various information, documentation, and contextual events occur and are experienced by the data source. Based on the snow ball technique, the primary data source (informant) in this study is the Executive (in this case the New Governor) Member of the House of Representatives (DPR) of the Special Capital Region of Jakarta, the national political figure as the relation of Basuki Tjahaja Purnama's leadership. While the secondary data source in this study is the collection of laws and government regulations relating to good and clean governance in Indonesia. In detail, the data sources associated with this study are as follows:

a. Informants

The informants of this research are: the Chairperson of the Jakarta Capital City Regional Parliament (DPRD) as part of the legislature working in partnership with the Governor of the Jakarta Capital Special Region; the executive structures of the Jakarta Capital Special Region who are directly subordinate to the governor; expert staff or the direct assistant to Basuki Tjahaja Purnama who know the entire work agenda of the governor, both formal and personal; the leaders of community organisations in the Special Capital Region of Jakarta, especially those directly involved in dialectics with the governor of the Special Capital Region of Jakarta; community leaders; religious leaders; leaders of political parties; and other resource persons relevant to the focus of this research. The informants in this study are:

Table 1: List of Resources / Informants

No.	Name of Nara Source	Position	Interview Date
1.	Prof. Dr. Silviana Murni	Ex. Deputy Governor of the Special Capital Region of Jakarta during the leadership of Ahok & Candidate Deputy Governor of the Pair Agus Harimurti	April 14, 2017
2.	H. Abraham Lulung Lungana	Deputy Chairperson of DKI DPRD - PPP Chairperson Prop. Jakarta Capital Special Region	July 03, 2017
3.	Bahar Buasan	Member of the DPD RI from Bangka Belitung	July 12, 2017
4.	Anies Baswedan	Governor Elected Special Region of Jakarta Capital City 2017 - 2022	July 24, 2017
5.	Lius Sungkarisma	Chinese Ethnic Activists & Friends and the Ahok Success Team	July 26, 2017
6.	Jaya Suprana	Chairperson of the MURI Record Foundation, Chinese Figure, Indonesian Christian Figure	July 26, 2017
7.	Hashim S. Djojohadikusumo	Cultural & Deputy Chair of GERINDRA's Board of Trustees	August 01, 2017
8.	H. Prabowo Subianto	Chairperson of the GERINDRA Party	August 07, 2017
9.	Yudha Permana	Ex. Stafsus Ahok while serving Wa. DKI Governor	August 15, 2017
10.	H. Mohammad Taufik	Deputy Chairperson of the Jakarta Capital City Special Regional Parliament	August 15, 2017
11.	Prasetyo Edi Marsudi	Chairperson of DKI DPRD - Chairperson of PDI-P Prop. Jakarta Capital Special Region	August 16, 2017
12.	Erzaldi Rosman	Governor of Prop. Kep. Bangka Belitung	August 19, 2017
13.	Donald Sihombing	DKI entrepreneurs who are victims of Ahok's policy	August 19, 2017

b. Events

The event recorded in this study was the leadership of Basuki Tjahaja Purnama of the Special Capital Region of Jakarta. The event is a derivative of problems caused by the impact of Basuki Tjahaja Purnama's leadership behaviour or style in leading the Special Capital Region of Jakarta. As a result of this behaviour, the next event that arose was in relation to the pros and

cons of all stakeholders of the Special Capital Region of Jakarta and even involved the central government in certain conditions.

c. Documents

Data derived from the document is complementary to the data sourced from informants and events. Document analysis is carried out by tracing book documents and reporting of print and electronic media including local and national magazines in order to obtain factual information related to Basuki Tjahaja Purnama's leadership character.

Data Collection Techniques

Before conducting in-depth research, preliminary research in the form of literature studies, secondary data and information collection in the two regional governments and initial field observations were carried out in both regions in order to obtain preliminary information. The purpose of collecting data and information was to find out the initial field conditions, so that problems that needed to be further investigated could be clearly identified.

In the data collection process carried out, several data collection techniques were used. The details can be described as follows:

a. In-depth interviews

The study was conducted qualitatively using this exploratory approach characterised by research conducted through primary data collection in-depth interviews. Interviews were conducted by utilising key informant information, especially the chairperson of the regional parliament of the Special Capital City of Jakarta as part of the legislature working in partnership with the Governor of the Special Capital Region of Jakarta; the executive structural of the Special Capital Region of Jakarta, which is directly subordinate to the Governor; expert staff or the direct assistant to Basuki Tjahaja Purnama who knows the entire agenda of the Governor's work, both formal and personal; leaders of community organizations in the Special Capital Region of Jakarta, especially those who are directly involved in dialectics with the governor of the Special Capital Region of Jakarta; community leaders; religious leaders; and leaders of political parties.

b. Field observations

Observations were made in special areas of the Capital City of Jakarta, specifically the HR executive and legislative institutions. Observations were carried out to obtain preliminary field information in order to sharpen the interview questions so that the results obtained from the interview would be more accurate.

c. Documentation

Data collection from documentation was related to studying various reports on the results of studies or studies with the theme of cooperation between regions and public transportation. Besides that, an assessment was also conducted on several laws and regulations related to public sector leadership in Indonesia.

Data Validity

Data analysis was carried out continuously from the beginning to the end of the study. Provisional estimates and theories are developed through observations based on analysis referring to the data obtained. Data analysis is a process of investigation and systemic preparation of all the results of summary field notes, interviews and other materials for the presentation of findings by researchers academically and scientifically. Data analysis links the structured management, handling and synthesis of data, and looks for points, revealing the disclosure of important patterns and determining what should be reported.

Checking the validity and reliability of the data in this study was carried out using 4 (four) techniques according to Lincoln & Guba (1985), namely:

1. Credibility was used to fulfil the truth value of the data from information collected. For credible research results, the techniques used were:
 - a. triangulation (triangulation) of the data and informants in management collaboration by cross-checking between informants and between data on the two local government parties in accordance with the focus of research explored;
 - b. discussion of colleagues (peer debriefing), including with Mr. Anies Baswedan, the Governor after Basuki Tjahaja Purnama, Mr. Hashim as a colleague in the Special Capital Region of Jakarta of the party leaders in order to sharpen the analysis of research in accordance with the focus of the research; and
 - c. checking on the adequacy of referrals (referential adequacy checks) by dialoguing the data obtained in accordance with the focus of the study with the references cited in chapter II as a knife for analysis in the study discussion.
2. Transferability was used to meet the criteria that the results of research on the character of public sector leadership in the perspective of institutional and administrative models, and the Public Sector Leadership model.
3. Dependability (dependability) is a system implemented to assess the quality of a qualitative research process, through checking on the side of caution, accuracy and conceptual terms of the research plan, data collection, to interpretation of the researcher. One technique that is quite good in this case is a dependent audit using independent and dependent auditors, namely the promoter team (Prof. Dr. Yuli Andi Ghani, MS., Dr. Andy Fefta Wijaya, DEA, Ph.D; and Dr. Rianto,) to review the research activities.

4. Confirmability (confirmability) was used to assess the quality of the research results. Through key questions as to whether information, data and all interpretations have been supported by the material presented from the audit trail (Lincoln & Guba, 1985 : 300-325).

Data Analysis Techniques

This research used interactive model data analysis developed by Miles, Huberman and Saldana (2014: 30-33). They argue that the analysis is three streams of activities that go hand in hand: 1) Data Condensation (Data Condensation), 2) Presentation of Data (Data Display) and 3) Drawing Conclusions / Verification (Drawing and Verifying Conclusions).

i. Data Condensation

Data condensation is a form of analysis that sharpens, classifies, focuses, discards and organises data so that the 'final' conclusions can be drawn or verified according to the focus of the study.

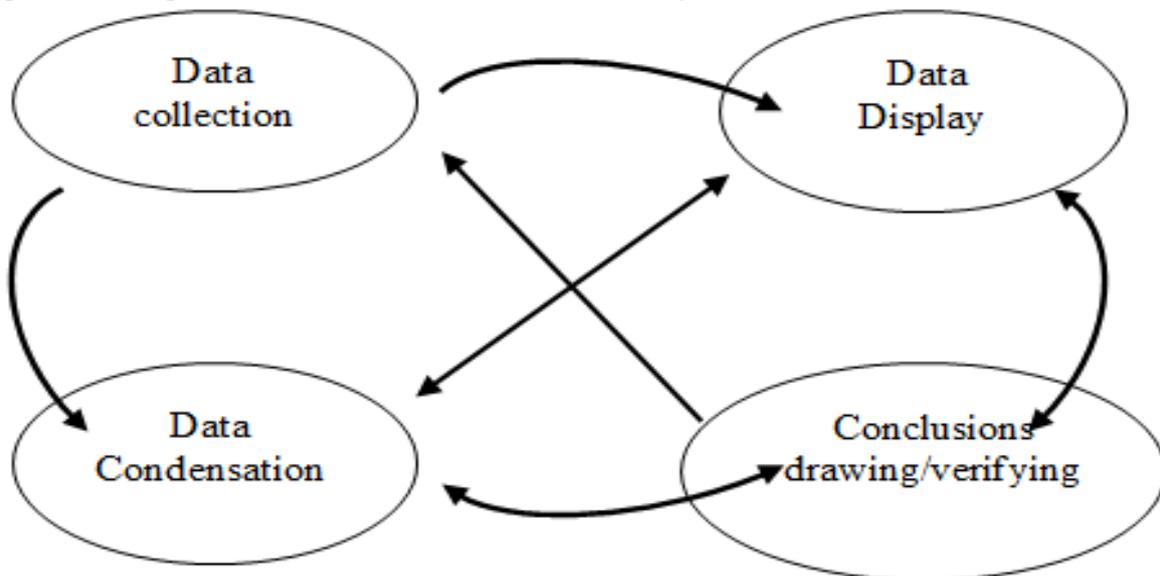
ii. Data Presentation (Data Display)

Good data presentation is the main road to a strong qualitative analysis. Displays are designed to assemble organised information in a dense and directly accessible form so that analysts can see what is happening and can draw correct conclusions or move to the next stage of analysis.

iii. Drawing Conclusions / Verification (Drawing and Verifying Conclusions)

Conclusion is an activity of complete configuration during the study. Verification is carried out while the researcher is writing or recalling the field notes, verification can be comprehensive and detailed, with lengthy arguments and reviews with colleagues to make "inter-subjective consensus" or with extensive efforts to repeat findings in other data sets. The meaning that arises from the data must be tested for its level of acceptance, robustness and confirmability.

Figure 1. Components of Interactive Model Data Analysis



Sources: Matthew B. Miles, A. Michael Huberman, and Johnny Saldana (2014: 33).

Results and Discussion

Results

The Asta Brata leadership concept consists of 8 elements that inspire 8 Gods manifestations of the universe, as explained above. The main reason that this concept was taught by Sri Rama to Wibisana was to create a good and clean government, even though that was only one of the objectives of the Asta Brata leadership concept. Referring to the 5 (five) basic principles of good and clean governance outlined by Andi Faisal Bakti, the writer will describe the relationship between Asta Brata's leadership concept as seen from the perspective of good and clean governance.

Referring to the opinion expressed by Mr. Prabowo Subianto, an understanding can be drawn that the eight Asta Brata principles synergised with the good and clean governance principles will create a new leadership model approach. This has become a novelty in the leadership model in the public sector. Another opinion was expressed by Mr. Hasim S. Djojohadikusumo, Culture and Deputy Chairman of the Board of Trustees of Gerindra, and from this opinion an understanding can be drawn that the eight principles of Asta Brata include (1) Surya Brata, meaning that a leader must be able to provide information (enlightenment) to the people he leads; (2) Candra Brata, meaning a leader must be able to show a calm and radiant face under any circumstances so that the community is sure of the greatness of the leadership spirit; (3) Bayu Brata, meaning a leader always wants to know and investigate the actual condition of his people, especially the condition of the people whose lives suffer; (4) Indra Brata, which means

that a leader must possess the qualities possessed by Dewa Indra, which is able to provide prosperity, prosperity and justice to all the people they lead; (5) Kuwera / Arta Brata, meaning that a leader must have a wise attitude, especially in terms of the use of funds; (6) Baruna Brata, meaning a leader must be able to clean up all the ills of society which are often called social pathologies; (7) Agni Brata means that a leader must be a knight with a high spirit that is synergised with the good and clean governance principles that will create a new leadership model approach; (8) Yamabrata, means that a leader must be able to show the qualities of being a Yama God, namely being able to uphold the rule of law in the country he leads. This becomes something new in the leadership model in the public sector with a note that it must be adapted to the situation and conditions in which a person is leading or in other words adjust to the conditions of the region or region.

Taufiq, one of the Members of the Special Representative Council of the Jakarta Capital City, said that if transparency is interpreted as an open action by the government in carrying out its duties as an executive for example, I honestly do not really understand Asta Brata's concept, but after hearing Mr. Cobalen's explanation, the transparency principle if related to Asta Brata's Principles, it is closer to Baruna Brata, in meaning transparency is a form of implementation of an action, while Baruna Brata is more on the motivation of a leader should have a soul of Baruna Brata who is chosen from the nature of the sea.

The principle of consistency means that a leader or member of a government institution carries out governance by having a firm stand. Consistency illustrates that a person will fulfil his promises even when faced with personal difficulties. Bakti (2000: 333) also added "When faced with other institutions, of course a bureaucrat will always hold fast to an attitude that has become a belief as truth until there is evidence that what he believes is disputed with other data. Another term that is often equated with this consistency is the role of law, namely a fair and consistent legal framework. "

Based on the opinion of Mr. Yudha Permana the synergy of Asta Brata with the principles of good and clean governance then the meeting point on the concept of intelligence with the principles of Baruna Brata, Indra Brata and Agni Brata.

The next principle of good and clean governance is accountability. This characterises a leader or bureaucrat who has a responsible work attitude. What is being done is full of responsibility, does not just happen and the task is not left to others. Bakti (2000: 334) also added that bureaucrats who have this principle "will not delay work in accordance with agreed deadlines. If there is an obstacle, he will convey it well beforehand, so that the responsibilities he bears can be resolved by other olega. Therefore this concept is in line with the effectiveness and effectiveness."

Based on the opinion of Mr. Yudha Permana over the synergy of Asta Brata with the good and clean governance Principle, the meeting point is the concept of intelligence with the Brata Quwera principle. The next principle of good and clean governance is communication. This principle can be called a communication ability possessed by bureaucrats. The ability to communicate is that the delivery is done well, respectfully, is not patronizing, dictating, and does not force unilateral decisions.

Discussion

Asta Brata is the Ideal Concept of Leadership in

On the topic of realising good and clean governance, discussion tries to synergise the Asta Brata Principle with the good and clean governance principle, based on the results of data analysis of Basuki Tjahaja Purnama's leadership characteristics in carrying out good and clean governance. The nature of Asta Brata's leadership has been tested based on the definition of the Ramayana Book, while the form of good and clean governance through five aspects, namely: transparency, consistency, accountability, intelligence and community.

To maximise the role of formal leaders in empowering the resources in their respective regions, in fact in Hinduism there is a basic concept of leadership that can be referenced, namely the concept of Asta Brata leadership. The elements of Asta Brata leadership include:

- (1) Surya Brata, meaning a leader must be able to provide enlightenment (enlightenment) to the people he leads;
- (2) Candra Brata, meaning a leader must be able to show a calm and radiant face under any circumstances so that the community is sure of the greatness of the leadership spirit;
- (3) Bayu Brata, meaning a leader always wants to know and investigate the actual condition of his people, especially the condition of the people whose lives suffer;
- (4) Indra Brata, which means that a leader must possess the qualities possessed by Dewa Indra, which is able to provide prosperity, prosperity and justice to all the people they lead;
- (5) Kuwera / Arta Brata, meaning that a leader must have a wise attitude, especially in terms of the use of funds;
- (6) Baruna Brata, meaning a leader must be able to clean up all the ills of society which are often called social pathologies;
- (7) Agni Brata means a leader must be a knight with high spirits;
- (8) Yamabrata, which means that a leader must be able to show the qualities of being a Yama God, namely being able to uphold the rule of law in the country he leads (Ngurah, et al. 2006: 194-195).

Based on the analysis of the research data, the discussion on the topic of Asta Brata in relation to the synergy of the principles of good and clean governance is as follows: Leaders in

Indonesia can adopt the Asta Brata principles which are then synergised with the concept of good and clean governance and can then be applied in leadership activities, in the sense that the principles depicted in Asta Brata are not impossible to be applied in terms of instilling the soul of a leader in leading Special Capital Region Jakarta for example. Or in other words, the principles of Asta Brata can be used as a principle for a leader in pushing to solve problems in the region, or call it possible in the Special Capital Region of Jakarta, which is then adjusted to the principles of good and clean governance so that later there can be a different or even new leadership model.

Leadership theories and approaches are developing a lot, however the character and style of leadership must be adapted to the region or region where someone is leading. The principles of Asta Brata leadership described by Mr. Cobalen include: first, Indra Brata which means a leader must have the qualities that God Indra has, which is able to provide prosperity, prosperity and justice to all the people they lead; Secondly, Yamabrata, means that a leader must be able to show the qualities of being a Yama God, namely being able to uphold the rule of law in the country he leads; Third, Surya Brata, meaning that a leader must be able to provide enlightenment (enlightenment) to the people he leads; Fourth Candra Brata, meaning a leader must be able to show a calm and radiant face in any condition so that the community is sure of the greatness of the leadership spirit; Fifth, Bayu Brata, meaning a leader always wants to know and investigate the actual condition of his people, especially the condition of the people whose lives suffer; Sixth, Arta Brata, means that a leader must have a wise attitude, especially in terms of the use of funds; Seventh, Baruna Brata, meaning a leader must be able to clean up all the ills of society which are often called social pathologies; and the last eighth.

Of the good and clean governance principles, further intelligence that means intelligence,. This principle can also be termed as strategic vision where the programs and decision-making taken have a long term focus. Intelligence possessed by a person will certainly help make things easier in an institution because it can predict negative and positive things that will occur based on the intelligence of reading the situation.

The next principle of good and clean governance is accountability. This characterises a leader or bureaucrat who has a responsible work attitude. What is being done is full of responsibility, does not just happen and does not leave the task to others. Bakti (2000: 334) also added that bureaucrats who have this principle "will not delay work in accordance with agreed deadlines. If there is an obstacle, he will convey it well beforehand, so that the responsibilities he bears can be resolved by other colleagues. Therefore this concept is in line with the effectiveness and effectiveness.

In the context of Asta Brata, this principle is in accordance with the Kuwera Brata. This principle talks about the accountability of a leader, both in terms of policy and in terms of the

budget. This is consistent with the characteristics taught in the Brata Quwera which is inspired by the nature of the God of Wealth. In mythology, Kuwera Brata is analogous to being the King who guarded the treasury of the kingdom's gods. The qualities of honesty, openness and responsibility are reflected in this Brata. This Brata teaches a leader to be wise and prudent in using his office budget and policy authority and to be ready to be responsible at any time with a knight attitude.

The next principle of good and clean governance is communication. This principle can be called a communication ability possessed by bureaucrats. Communication skills when referring to Smith's view, it is clear that what Ahok did through his government seemed to kill emotions and put forward rationality. Ahok, who put economic orientation above all else, trapped him in terms of human dehumanisation, such as the criticism levelled at Frederick Taylor's theory in relation to this classic public administration. Taylor emphasises what is called "the one best practice" by not giving workers the freedom in their duties.

On the other hand, the context of Ahok's leadership can also be seen from the view of Max Weber's bureaucratic organisation. Weber states that Western civilisation is a shift from the orientation of the value of the mind, affective action that comes from emotions and traditional action that comes from the past to technocratic thought. Weber believes that civilisation has changed technically in finding optimal results at the expense of emotional or human values (Zima, 2007). The term "machine man" is the most appropriate to describe Ahok's leadership in Jakarta. Noble values, manners and gentleness in interacting with subordinates are almost invisible in his leadership. The subordinates were drawn into a civilised machine where they were herded rigidly and full of threats.

Modern Approach

Katsamunska (2010) said that modern public management focuses on forms of objective management and performance, use of markets and command and regulation centres, competition and choice, loyalty to the best ranks of authority, responsibility and accountability. In context of the UK, during the Thatcher government there were serious attempts to apply the three E's, namely economics, efficiency and effectiveness at all levels of government.

If the Ahok government as long as the Governor of the Special Capital Region of Jakarta is seen from this perspective, it can be said that Ahok prioritised objectivity, appearance, market priority as an economic base, promoted competition, refer to the best authority, responsibility and accountability. The efforts he undertook during his reign may be said to indeed display the modern side of a public administration work.

However, if a system model or approach is used as an element in this modern theory, the Ahok government public administration can be criticised. The systems approach seeks to analyse the dynamics of interactions between an administrative system and its external environment. The systems approach also sees the organisation as a cooperative and collaborative system (Lamidi: 2015). Therefore, in the decision making process that has implications for public life, researchers agree with a contingency approach that claims that everything depends on internal and external situations. The environment in which an organisation operates determines the best way to be organised (Betts, 2005).

Ahok made several breakthroughs which could be seen as real proof of functional-ecological work. Public services in dealing with flooding, or some renovation. Referring to the constitutional perspective of good and clean governance, an integrative leadership model is needed to oversee and control all levels of the bureaucracy as a public service provider. Understanding the concept of integrative public leadership is generally the same as collaborative leadership. The addition of "integrative" and "public" made possible integrative public leadership can be a broad general term to describe the boundaries or intersections of leadership and function as a unifying, interdisciplinary framework for reflection and action into the future. The characteristics of the public leadership model, according to Morse (Amin, 2017) are collaborative based on the values of good governance.

Ideally, the integrative public leadership model to be applied in leadership in the regions is based on the phenomenon of Basuki Tjahaja Purnama's leadership as the Governor of the Special Capital Region of Jakarta, which cannot be separated from the involvement of all stakeholders, so that all organisational units run or act according to their respective roles in the corridor of the provisions. The implementing regulations are determined, then a public leadership model is needed that is able to protect and embrace all organising organisational units below it to have a shared commitment to realise the vision and mission of implementing a quality local government with integrity, in order to produce regional leaders who are wise, harmonious, ethical, competent, trustworthy, honest, fair, responsible and accountable.

The inclusion of the word "public" before "leadership" here clearly shows that partnerships involving government, business, non-profit and philanthropic organisations, society, or society as a whole are partnerships that integrate or unify different knowledge, capabilities and perspectives of partners throughout public value creation. Public value is used here as a synonym of the common good or the public interest. This is ultimately a social construction. Public value creation can include efforts to solve or at least reduce public problems; improve the efficiency, effectiveness or fairness of public services; create or improve public services; or respond to public sentiment in several ways (Moore, 1995).

Referring to the statement of the results of the research based on the theoretical analysis above, if the implementation of the Jakarta Capital City Administration was based on clear and explicit legislation and technical provisions and enforced in its operational level, it would facilitate the public leaders in directing, guiding and solving all problems in the Special Capital Region of Jakarta. If the administration system of DKI Jakarta Government provides space for the involvement of the roles of all elements of the organisational unit and the local community, it can minimise the occurrence of community resistance and horizontal conflict between the Leader and the community.

If the application of public sector leadership in the administration of the Special Capital Region of Jakarta is carried out collaboratively and based on a combination of the values of Asta Brata and good governance, it can prevent the occurrence of conflict or resistance by interest groups towards public leadership in the Special Capital Region of Jakarta; and if the integrative public leadership model is applied in the administration of the Special Capital Region of Jakarta, it can foster a shared commitment to oversee the implementation of the quality and integrity of the Special Capital District of Jakarta, then the following major proposition can be formulated: "If the Asta Brata leadership concept can be implemented by leaders in a wise and appropriate manner, it will create good and clean governance and will present the ideal leader".

Conclusions and Suggestions

Conclusions

Public sector leadership is key in bringing about the success of a government. In this case, the Special Capital Region of Jakarta as the capital of the country is a province which is a barometer of the attention of the Indonesian people and even a reflection of Indonesia in the eyes of the international community. Hence, the controversy over Basuki Tjahaja Purnama's leadership became a national and even international debate and issue.

Based on the presentation of research results and discussion of research results that have been reviewed in detail in the previous chapter, this research can be concluded as follows, the leadership of Basuki Tjahaja Purnama as the Governor of the Jakarta Capital City viewed from the perspective of Asta Brata, is an arrogant and authoritarian leadership. The Surya Brata side that is intended to be in the leadership of Basuki Tjahaja Purnama lies in his leadership which implemented policies that were oriented to the wider community, but reaped controversy and created new problems because it was not implemented wisely, so that good intentions that were carried out caused noise in the community. The Kuwera Brata side, which was intended to be under the leadership of Basuki Tjahaja Purnama, is contained in a transparent and accountable financial system that was implemented. The side of Yama Brata which was intended to be in the leadership of Basuki Tjahaja Purnama lies in his policy of making an auction of positions



among the State Civil Apparatus (ASN), which made the ability of all ASNs to open transparently and provided opportunities for ASNs who have the ability and loyalty, as well as demotion to the dismissal of unproductive ASNs.

Suggestions

By considering the three conclusions in the previous section that describe the results of the study, then some recommendations that can be suggested by the authors as an improvement or refinement of what has been concluded are as follows: a leader should be able to provide guidance, direction and motivation on an ongoing basis in a good, polite and correct manner to his subordinates. To be a leader for all groups of people from the highest officials to the lowest employees, the leader must be able to change the negative character of the subordinates to be positive and advise and guide those who are rude to the better. A personal leader must be controlled and regulated by the core truth. The leader must believe that he has held fast in implementing religious teachings well, so that all his subordinates and assistants will also be good.

1. A leader should be careful in thinking, speaking and carrying out tasks, (Right in Mind, Speech, and Actions)
2. The leader must be a role model for subordinates and the community, because if the leader is wrong then the subordinates and the people will be confused and participate wrong, because the leader is a role model.
3. A leader is someone who is destined to be respected because he is believed to have a fatherly nature about him.



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