DOES LEADERSHIP MATTER IN COLLABORATIVE GOVERNANCE? CASES IN BANYUWANGI AND KULON PROGO REGENCY, INDONESIA

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ABSTRACT

In nearly all of the framework models of collaborative governance (CG), leadership is always shown as having a major and strategic role. However, specific studies that discuss leadership tend to be limited. Most of the studies on CG are more concerned with the implementation of CG as carried out through several examples of cases. This study intends to perform a precise analysis of the leadership typologies exhibited by the regents of Kulon Progo and Banyuwangi in mobilizing CG, as well as to discover similarities in the indicators that they display in serving their leadership role. This research uses the quantitative approach by referring to the theory of leadership and leadership typologies as developed by Ricard et al. (2017). Ricard distinguished between 5 leadership typologies in the public sector, encompassing transactional, interpersonal, transformational, entrepreneurial, and network governance typologies as arranged into 23 indicators. Data was obtained by total and purposive sampling through a survey of 39 respondents who are Heads of Agencies who have intensive interaction with the Head of the Region. The purposive sampling technique is due to the fact that the heads of agencies interact with the leader (Head of the Region) directly, so they have a better understanding of the leadership styles and traits of the Regents. The results of this survey show that the leadership of the two Regents have a tendency to display similarities in typologies, dominated by the entrepreneurial, network governance, and transformational typologies. In the case of the two leaders, the transactional and interpersonal typologies have the lowest average value. Meanwhile, the predominant characteristics of the leadership of these two heads of the region include indicators such as taking initiative, being visionaries, showing commitment to colleagues and organizations, and lastly, being problem oriented. The results of this research may serve as a reference for other Heads of the Region in exercising leadership for collaborative governance.

Keywords - Collaborative governance; leadership; leadership style; leadership typologies; local leader.

INTRODUCTION

In the practice of collaborative governance, the aspect of leadership is needed to stimulate creativity by providing various kinds of knowledge to stakeholders, enabling the formation of new ideas and understandings (innovation). It is possible for innovative policies to be introduced by collaborative leaders, who are able to connect stakeholders to the necessary information and share their successes with other people (Ricard, Klijn, Lewis, & Ysa, 2016). This increasingly indicates that the capacity for leadership is indeed needed in collaborative governance, from examining available stakeholder networks, connecting one party to another, facilitating the exploration of solutions to address public issues, to involving stakeholders in devoting the required resources to the implementation of innovative policies (Klijn, Steijn, & Edelenbos, 2010).

The aspect of leadership in collaborative governance is also important to the empowerment and representation of less prominent or minority interests. Ozawa (1993 in Ansell & Gash, 2007) explained a transformative technique, in which the mediation procedure may aid in achieving a balance of power between the stakeholders. Facilitative leadership may aid stakeholders in exploring various possibilities for the sake of mutual benefit. In agreement with Lasker and Weiss (2003) that facilitative leadership must be able to provide meaningful opinions and foster collaboration between stakeholders who have different perceptions of the public issue in question, different ideas of the most desirable solutions, and different interests in the dialog process, in order to obtain mutual benefit. Facilitative leadership in the collaborative governance Model becomes important in uniting the stakeholders in the negotiation process and ensuring that each party is involved in the spirit of collaboration. This collaboration process may experience improvement through frequent interventions that are more controlled in the formulation of a policy agenda by the leaders. Hence, the aspect of leadership is highly important in the process of establishing and reinforcing clear fundamental rules, building trust between stakeholders, and facilitating the dialog process. A study that paid attention to the aspect of leadership in the collaboration process was also performed by Huxham and Vangen (2000, 2003). The study that was conducted concerned the establishment and implementation of a collaborative agenda, by examining the role of leadership through the mediums of structure, process, and participants, as well as observing leadership activities in the agenda of collaboration in terms of power management and agenda control, efforts to mobilize members of the organization, the generation of motivation, and the empowerment of members in order to achieve the aim of the organization.

It is undeniable that the presence of a leader exerts a strong influence on the performance and success of an organization. This phenomenon forms the background for the writer's aim to study the success of the Regent of Kulon Progo and the Regent of Banyuwangi, who have earned many achievements throughout their leadership in the regions. One proof of this is their success in creating poverty alleviation programs, as shown by the reduction of poverty levels in their respective region. Their success was achieved by organizing all of their regional potential, involving stakeholders, and empowering communities and the existing instrument of bureaucracy through the application of collaborative governance. The Regent of Kulon Progo used the slogan "Bela Beli Kulon Progo" ("Strive to Buy from Kulon Progo" in Indonesian) to inspire enthusiasm as well as to

increase awareness in caring about local products and taking pride in using them. Through a slogan that signifies the championing of local products and purchasing of them from surrounding communities, this was, in fact, able to restore previously stagnant economic activities into potency. The batik craft industry, the agricultural, plantation, and livestock sector experienced developments along with the needs of the community of Kulon Progo. The economy at the micro level experienced its movement and growth, having an effect on the purchasing power and the prosperity of the community. This is different from the policy of the Regent of Banyuwangi, who revived the regional economy through the tourism sector and turned it into a high-quality program. The natural and cultural potential of the community, when effectively managed and packaged, has been proven to bring prosperity to the community. The success in the collaboration between the regional community and government in building tourism is shown in the significant rise in the number of tourist visits to Banyuwangi, whether domestic or overseas. Various sectors that support tourism activities in the region began to grow, among them the homestay, culinary, souvenir, arts and culture performance sectors, and others. As a matter of fact, Banyuwangi has been known as a tourist destination with various events on the international scale, such as the Banyuwangi Ethno Carnival, International Tour de Banyuwangi Ijen, and Gandrung Sewu. Additionally, there are still hundreds of other events that are run as part of a series of events within the agenda of Banyuwangi Festival, which takes place every year. The variety of tourist agendas held by the government of Banyuwangi have become a driver in the economic sector that creates a positive impact on the advancement of the region and the prosperity of the community.

This research intends to explain the leadership typologies of the Regents of Kulon Progo and Banyuwangi, who have success stories in building their regions by drawing upon collaborative governance. It will specifically identify dominant values as indicators of leadership, as cultivated by the two heads of the region in performing their leadership roles. To achieve this aim, two research questions were formulated: (1) What are the leadership typologies that are developed by the Regents of Kulon Progo and Banyuwangi in applying collaborative governance? (2) What are the indicators that dominate in their leadership as applied?

LITERATURE REVIEW

Leadership

A discussion about leadership cannot be divorced from the concept of a leader, where leadership is a noun derived from the word "leader". These two concepts at their core are one unity because leadership consists of the activities or processes during the time that a person leads, while a leader refers to the subject. Leadership is one of the elements that determine the success of an organization. Leadership is exercised by a leader who has a duty to perform activities that assume this leadership. Stephen P. Robbins (1988:117) provides one definition of leadership as "the ability to influence a group towards the achievement of goals", while Peter Guy (2013:5) explained that leadership "is a process whereby an individual influences a group of individuals to achieve a common goal". Furthermore, Stogdill in Bertocci (2009:5) defines leadership as: "an interaction between members or a group. Leaders are agents of change, persons whose acts affect other people

more than other people's acts affect them. *Leadership occurs when one group member modifies the motivation or competencies of others in the group".* Another opinion is presented by Gibson, Ivancevich, and Donnelly (in Bertocci, 2009:6), who define leadership as: "the process by which one individual influences others to accomplish desired goals without coercive types of influence. Leadership is an attempt to use non coercive influence to motivate individuals to accomplish some goal". All of these descriptions of leadership amount to the ability to interact with and affect followers to achieve an established goal.

According to Yukl (2009), the concept of leadership may be examined from two sides: as a specific role and as the process of creating social influence. Each person may play this role, with differences that are adjusted for the characteristics of the group or organization. The specific role comprises a leadership role that has responsibilities and functions that cannot be divided too broadly because it concerns the effectiveness of the organization. The leadership role is also mentioned by Mintzberg (1973), who formulated the role of the manager as a: "figure, leader, liaison, monitor, disseminator, spokesman, entrepreneur, disturbance handler, resource allocator and negotiator." Mintzberg (in Yukl, 2005:35) tended to use survey observations to further study the contents of managerial activities by compiling a taxonomy of managerial roles, which was then used to decode the contents of the activities that were observed in the study on executives.

Leadership Typologies

The literature on leadership typologies may be found in several works of experts such as Northouse (2012), Swamy (2014), and it is specifically discussed by Ricard et al. (2017). The leadership typologies described in this theoretical framework are closely intertwined with collaborative governance, wherein the existing typologies are intended to explain which leadership styles in which conditions that are the most conducive to public innovation, as well as providing the ideal environmental conditions for the growth of collaborative governance. Ricard et al. (2017) identify five leadership typologies, which are: 1) transactional leadership; 2) transformational leadership; 3) interpersonal leadership; 4) entrepreneurial leadership; and 5) network governance leadership. Out of these typologies, one may understand how each leadership typology views four specific issues from the perspective of leadership. These issues encompass the leader's role, the leader's activities, how the leader's directions may be achieved, and how each leadership style regards the concept of innovation. Ricard et al. (2017) describe these points as the dimensions of the concept of leadership. These dimensions are "nature of leadership", "main activities", "strategic direction", and "innovation is looked as:". The following explanation focuses on the four dimensions of each leadership style of the leadership typologies, as theorized by Ricard et al. (2017).

Transactional leadership falls under the classic perspective that views the road to effective leadership as something that may only be achieved through one way, which is to lead in a directional and reciprocal manner. The leader is regarded as the sole instrument of direction by the members of the organization. This leadership style places the relationship between the leader and the members of the organization under the leader on a transactional relationship. The leader's strategy in directing their subordinates, according to this leadership style, is to create one clear and standard goal, then to monitor the activities that

are intended to achieve this goal. The leader truly takes advantage of the instrument of incentives to spur the members of the organization towards the achievement of the established goal. This trait means that this leadership style possesses a strong "top-down" characteristic.

The transformational leadership typology (Ricard et al., 2017) still focuses on the relationship between the leader and the members of the organization by adding one other component that is not found in the transactional leadership style, which is support. This component is derived from the leader's charisma and is used to change the organization that they lead, along with its members. These changes are viewed as a way to achieve the organization's goal. This leadership style is described by Bass (1985) as focusing on three primary activities that are carried out by the leader, and they consist of identifying the urgency to change and to innovate; formulating the desired vision, to be achieved through changes; and implementing the changes by motivating the members of the organization to change. When viewed from the four dimensions of leadership typologies as outlined by Ricard et al. (2017), the "nature of leadership" of the transformational style is that of a leader who has the charisma to direct changes and motivate members of the organization to perform; the leader's "main activities" include developing a vision of the desired changes, then directing and providing support, encouragement, as well as motivation in the form of "coaching, rewards, and support" towards members of the organization, so they will perform; their "strategic direction" is to develop a clear vision and inspire as well as motivate the members of the organization to reach their maximum performance in achieving the vision; next, innovation is viewed as a vision that originates from the leader's charisma.

The next leadership style in the leadership typologies, according to Ricard et al. (2017), is the interpersonal leadership style. In transactional leadership, the relationship that is built between the leader and the members of the organization focuses on material reciprocity through the provision of incentives. Next, transformational leadership begins its development by adding the element of motivation/support, whereas interpersonal leadership endeavors to build an altruistic relationship between the leader and the members of the organization through the addition of humbleness, the personal purity of the leader, and stewardship as characteristics. The dimensions of the interpersonal leadership typology are as follows: their "nature of leadership" is that of a leader who produces outcomes and realizes their vision through the empowerment of organization members; the "main activities" of a leader with an interpersonal leadership style involve the empowerment of the people who are members of the community by fostering an environmental atmosphere that evolves in the direction of trustworthiness and collaboration; the "strategic direction" used by this leader is persuasive in nature, collaborating with the organization members in achieving their vision; "innovation is viewed as" something that is achieved by an authentic leader who displays stewardship and altruistic behavior.

The fourth leadership style in the leadership typologies, as stated by Ricard et al. (2017), is the entrepreneurial leadership style. This leadership style lies in the leader's orientation towards the creation of change at the institutional level in the organization that they lead. Entrepreneurial leadership strives to change the organization while ignoring existing

"path dependencies". The changes that are implemented originate from the leader's strategic actions, which aim to change the organization's routine, as well as to re-mobilize the organization's resources. The organization's success is determined by the extent of the leader's shrewdness in shaping their organization to change in adaptation to the environment. From this explanation, the dimensions of the leadership typology as defined by Ricard et al. (2017) of entrepreneurial leadership are: the leader's "nature of leadership" focuses on an entrepreneurialism that the leader aims to instill into the organization's routine; their "main activities" are developing strategies, mobilizing and acquiring resources, as well as changing the organization's routine to enable it to face the environment; the "strategic direction" of the entrepreneurial leadership style pays attention to "path dependencies", then it devises strategic actions to change; "innovation is looked as" the need to adapt to the environment. From the first to the fourth leadership style, innovation is still derived from the leader's mindset.

Network governance leadership, as described by Ricard et al. (2017), is a leadership style that focuses on the leader's activities of mediating while simultaneously empowering the collaboration process for the actors that are involved. A leader who exhibits the network governance leadership style makes an effort to grant facilities as well as to activate each stakeholder or actor who is involved, then to nurture positive collaboration between the parties in order to achieve their mutual vision and goal. In this leadership style, the relationships that are explored do not only revolve around the relationship between the leader and the subordinates, but they also extend to the relationships between the leader with other leaders who also have subordinates. The dimensions of the network governance leadership typology are as follows: their "nature of leadership" is that of a leader who plays the role of a facilitator who is able to invite involved parties to sit together and collaborate in providing solutions; their "main activities" include connecting various parties, devising processes, exploring the contents of the collaboration, and determining the rules of interaction for the actors that are involved; the "strategic direction" of this leadership style is to organize various actors to have them collaborate; "innovation is looked as" the results of the collaboration between the involved actors. The leadership typologies, along with the four dimensions that develop them, may be seen in the following Table.

Table 1: Leadership Typologies and Their Dimensions

	Transactional leadership	Transformational leadership	Interpersonal leadership	Entrepreneurial leadership	Network governance leadership
The nature of leadership	Strong directive image of leaders	Leader are charismatic people that drive change and performance	Leaders secure outcomes through people in organizations	Entrepreneur embedded in organizational routines	Leader is "primus inter pares" more a facilitator that brings actors together
Main activities	Creating (rational) incentives for people in organizations	Creating new visions Designing institutional changes	Empowerment of people Creating an atmosphere of trust and cooperation	Strategizing resource acquisition and changing organizational routines to bring about change	Connecting actors, arranging processes, exploring new content and setting ground

	Monitoring behavior	Putting in place incentives for employees (coaching, support, rewards)			rules for interactions
Strategic direction	Setting clear goals and monitoring them	Importance of a clear and inspiring vision and aiming for exceptional performance	Content is derived by persuasion and working together with employees	Ideas for change are influenced by the past: continuity and change	Content is not given. You organize the process to develop content that is innovative and interesting to involved stakeholders
Innovation is viewed as:	Initiated by leaders and their ability to steer subordinates	Achieved by charismatic leaders who initiate the changes needed	Achieved by authentic leaders whose strength lies in stewardship and altruistic behavior	Driven by the need to adapt to the environment and the leader's ability to adjust routines	Achieved by collaborative leaders who are able to explore new ideas and connect various actors to these ideas

Source: Ricard et al. (2017, p. 138)

After explaining the five leadership styles as a primary map of leadership typologies, the indicators of each aforementioned leadership style need to be identified. Ricard et al. (2017) specify 23 traits of a leader that may be mapped and used as indicators with which to categorize the leader under the leadership typologies as previously defined. The following are the 23 traits of a leader as suggested by Ricard et al. (2017).

Table 2: Indicators of the 5 Leadership Typologies

1	Good communication skills	13	Committed to colleagues and organization
2	Visionary	14	Willing to sacrifice self-interest
3	Takes initiatives	15	Good at mobilizing the resources needed
4	Authoritative	16	Works collaboratively
5	Visible leadership	17	Knowledgeable
6	Displays a long-term perspective	18	Good at learning from mistakes
7	Displays a short-term perspective	19	Willing to risk mistakes by employees
8	Good at gathering information	20	Open towards new ideas
9	Problem oriented	21	Takes all decisions alone
10	Result oriented	22	Involves others in key decisions
11	Inspirational	23	Always follow procedures
12	Provides intellectual stimulation		

Source: Ricard et al. (2017)

The traits of a leader, as mapped into 23 points, are the accumulation of the entirety of the traits that exist within the 5 leadership typologies. Next, the existing 23 traits are used

as indicators with which to categorize leadership typologies. A compilation and specification of the indicators within each dimension of the leadership styles may be seen in Table 3 below.

Table 3: Indicators of the 5 Leadership Typologies

Questionnaire item/scales	Transac-tional	Transforma-tional	Interpersonal/ altruistic	Network governance	Entrepre-neurial
A. Good communication skills			x	x	
B. Visionary		x			x
C. Takes initiatives	x	x			x
D. Authoritative	x				
E. Visible leadership		x			
F. Displays a long-term perspective		(x)		x	x
G. Displays a short-term perspective	x				
H. Good at gathering information	(x)			x	x
I. Problem oriented	x			x	x
J. Result oriented		x			x
K. Inspirational		x			
L. Provides intellectual stimulation			x		
M. Committed to colleagues and organization		x	x	x	
N. Willing to sacrifice self-interest			x		
O. Good at mobilizing the resources needed		x		x	x
P. Works collaboratively				x	
Q. Knowledgeable			x		x
R. Good at learning from mistakes			x		
S. Willing to risk mistakes by employees			x		
T. Open towards new ideas		x		x	x
U. Takes all decisions alone (-)	x	x			
V. Involves others in key decisions			(x)	x	
W. Always follow procedures	x				

Source: Ricard et al. (2017, p. 141)

All of these traits of a leader may be operationalized into points of indicators for each leadership typology. Transactional leadership has 7 indicators. Transformational leadership encompasses 10 indicators. Interpersonal leadership consists of 8 indicators, whereas network governance leadership possesses 9 indicators, and entrepreneurial leadership contains 9 indicators.

METHOD AND DATA ANALYSIS

The researcher utilizes the quantitative approach, referring to the leadership typologies as developed by Ricard et al. (2017). According to Neuman, quantitative research begins from the researcher's hypothesis, with a concept in the form of clear variables. Calculations are performed systematically before data acquisition, using existing standardizations (Neuman, 2003). Data was acquired through a survey via purposive sampling technique, performed on the Heads of Agencies/Regional Government Agencies (SKPD or "Satuan Kerja Perangkat Daerah" in Indonesian). The purposive sampling technique is due to the fact that the heads of agencies interact with the leader (Head of the Region) directly, so they have a better understanding of the leadership styles and traits of the Regents. The survey used total population and was performed on 18 respondents in Kulon Progo and 21 respondents in Banyuwangi. Questions within the questionnaire were formulated from the 23 indicators developed by Ricard. Next, the researcher derived from them 74 questions in order to further clarify the indicators. The respondents' answers were created using the likert scale (4 scales) with 4 the highest rating and 1 the lowest.

The undertaking of the survey in Kulon Progo took place throughout February 2020, whereas it was performed online in Banyuwangi in late March 2020 due to the worldwide COVID-19 pandemic. The collected data was then compiled into numeric form using Method of Succesive Interval (MSI) and analyzed by SPSS. Data processing was performed by finding the mean (average value) in order to examine trends in the respondents' answers to the questions presented by the research.

Ethical Considerations

This research places human beings as the primary source of its research data. Specifically, the survey was performed on heads of agencies without asking the respondents to reveal their identities. This is meant to maintain the respondents' confidentiality. The researcher stated to the respondents that there was no coercion in this research, and their answers would be kept confidential.

RESULTS AND DISCUSSION

The survey that was conducted refers to the 5 leadership typologies as developed by Ricard et al., consisting of the transactional, transformational, interpersonal, entrepreneurial, and network governance typologies (Ricard et al., 2017). The leadership typologies as developed mention that there are 23 indicators, and from those indicators, the researcher further expanded them into 71 sub-indicators and arranged them into 74 questions in the questionnaire in order to gain clearer and more in-depth information. The research in Kulon Progo was performed in February 2020, with 18 respondents providing results as seen in Figure 1.
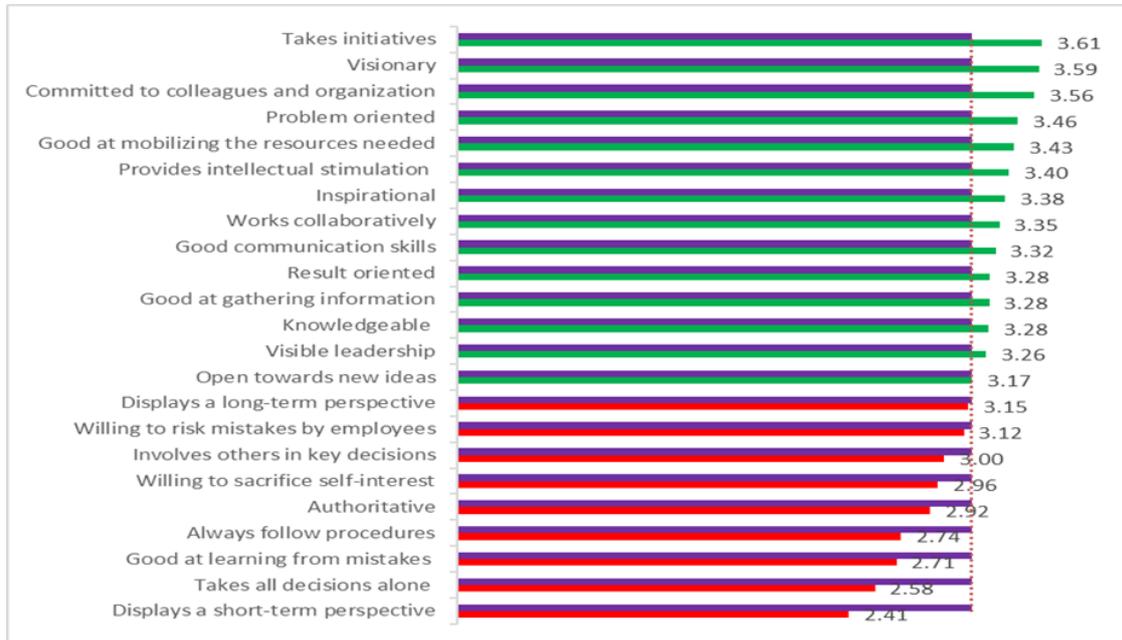
Figure 1: Average Mean Values of Leadership Indicators of the Regent of Kulon Progo (N=18)

Source: researcher's own work, 2020

The results of processing the survey data indicate that the overall mean value of the indicators amounts to 3.17. To go into more detail, there are 10 indicators that are below the mean value, and the remaining 13 indicators are above the mean value. The "takes initiatives" indicator has the highest mean value of 3.68, whereas the "displays a short-term perspective" indicator has the lowest mean value of 2.31. The survey in Banyuwangi was conducted online in late March 2020 with 21 respondents, and a summarized version of the results may be viewed in Figure 2.

Figure 2: Average Mean Values of Leadership Indicators of the Regent of Banyuwangi (N=21)

Indicator	Value
Takes initiatives	3.61
Visionary	3.59
Committed to colleagues and organization	3.56
Problem oriented	3.46
Good at mobilizing the resources needed	3.43
Provides intellectual stimulation	3.40
Inspirational	3.38
Works collaboratively	3.35
Good communication skills	3.32
Result oriented	3.28
Good at gathering information	3.28
Knowledgeable	3.28
Visible leadership	3.26
Open towards new ideas	3.17
Displays a long-term perspective	3.15
Willing to risk mistakes by employees	3.12
Involves others in key decisions	3.00
Willing to sacrifice self-interest	2.96
Authoritative	2.92
Always follow procedures	2.74
Good at learning from mistakes	2.71
Takes all decisions alone	2.58
Displays a short-term perspective	2.41

Source: researcher's own work, 2020

Processing the survey on the Regency of Banyuwangi yields the overall mean value of 3.17 for the indicators. Out of the 23 indicators overall, 9 indicators are below the mean value, and 14 are above the mean value. The highest mean value amounts to 3.61 for the "takes initiatives" indicator, followed by the "visionary" indicator, which has a mean value of 3.59. Meanwhile, the lowest value of 2.41 is found in the "displays a short-term perspective" indicator.

The survey data on the two locations of study contains highly interesting information, where the two heads of the region display tendencies and similarities with several indicators that have the highest mean values. The data shows that the 4 topmost indicators have the same level and order when they are compared, and they are the "takes initiatives", "visionary", "committed to colleagues and organization", and "problem oriented". Meanwhile, the other indicators vary greatly, although all of them tend to possess similarities when examining their order. Commonalities can also be found in the 2 heads of the region in terms of the lowest indicators that are examined, where "displays a short-term perspective" occupies the last place, followed by "takes all decisions alone". The overall mean value of the indicators for the Regency of Kulon Progo is as same as the average value of Banyuwangi, which is 3.17. This result means that the leadership of the two Regent has same scoring, as there were different respondents who gave the scores. This value only indicates the respondents' opinions on the leadership indicators that are displayed by each leader of the region. It is very interesting that two regent as a leader who have successfully maintained and transformed their local government for the better.

Table 4: Mean Values of Leadership Indicators for the Regents of Kulon Progo and Banyuwangi

No	Leadership Indicator	Average for Kulon Progo	Average for Banyuwangi
1	Takes initiatives	3.68	3.61
2	Visionary	3.60	3.59
3	Committed to colleagues and organization	3.52	3.56
4	Problem oriented	3.49	3.46
5	Inspirational	3.45	3.35
6	Provides intellectual stimulation	3.44	3.38
7	Good at mobilizing the resources needed	3.43	3.32
8	Works collaboratively	3.38	3.15
9	Good communication skills	3.36	3.26
10	Result oriented	3.32	3.40
11	Good at gathering information	3.25	3.43
12	Knowledgeable	3.20	3.28
13	Visible leadership	3.17	3.12
14	Open towards new ideas	3.15	3.28
15	Displays a long-term perspective	3.10	3.28
16	Willing to risk mistakes by employees	3.04	2.96
17	Involves others in key decisions	3.01	3.17
18	Authoritative	2.96	2.92
19	Willing to sacrifice self-interest	2.95	3.00
20	Always follow procedures	2.85	2.71
21	Good at learning from mistakes	2.72	2.74
22	Takes all decisions alone	2.61	2.58
23	Displays a short-term perspective	2.31	2.41

Source: Data Processed By Researcher, 2020

Table 4 shows that the 23 typology indicators of this research as applied to the leadership of the Regent of Kulon Progo and the Regent of Banyuwangi exhibit varied results. The highest mean value for the Regent of Kulon Progo, which refers to the "takes initiatives" indicator, is 3.68, whereas the Regent of Banyuwangi scored an average of 3.61 in the same indicator. The "takes initiatives" indicator is understood to be the drive to undertake initiatives in social situations. This includes attitudes or behaviors such as a willingness to assert oneself and be proactive, meaning the ability to recognize problems or opportunities and to take action to resolve the problem or seize the opportunity (Northouse, 2012). The second highest indicator is "visionary". Concerning this indicator, the Regent of Kulon Progo has a mean value of 3.60, whereas the Regent of Banyuwangi scored 3.59. Being a visionary is explained as a leader having a good and clear vision, inspiring desire in their followers to see it achieved. The leader behaves by displaying a commitment to colleagues and the organization in giving positive directions through shared values, inspiration, and vision, so the organization may move harmoniously, with greater speed and

efficiency in delivering high performance. (Pisapia, 2009, p. 151). The mean value of the "committed to colleagues and organization" indicator is 3.52 for the Regent of Kulon Progo and 3.56 for the Regent of Banyuwangi. The next indicator with a high mean value is "problem oriented". The Regent of Kulon Progo reached a value of 3.49, and the Regent of Banyuwangi scored 3.46. The "problem oriented" indicator is defined as focusing one's attention on finding weaknesses and problems that must be dealt with (Alfian M., 2009). The four aforementioned indicators have the same order in their ranking, in the case of the two Heads of the Region that were studied. Meanwhile, the lowest mean values are found in the "takes all decisions alone" and "displays a short-term perspective" indicators. The leader makes decisions independently or solves problems using information that is available to them at the time (Sagala, 2018). In this indicator, Kulon Progo scored a mean of 2.61, whereas Banyuwangi reached 2.58. The lowest mean value lies in the "displays a short-term perspective" indicator, which is understood to be the effort to focus oneself on managing current operational problems and absolve oneself from the effort to create a future. It focuses more on handling problems that appear in the future by only striving to increase effectiveness in order to adhere to the budget (Rifai, 2013). The Regent of Kulon Progo has the lowest mean value of 2.31, and the Regent of Banyuwangi has the lowest mean of 2.41 with regards to the "displays a short-term perspective" indicator. The ranking of the values of the leadership indicators may be seen in detail in Table 5.

*Table 5: Leadership Indicator Rankings between the Regents of Kulon Progo and Banyuwangi*

No	Leadership Indicator	Ranking in Kulon Progo	Ranking in Banyuwangi
1	Takes initiatives	1	1
2	Visionary	2	2
3	Committed to colleagues and organization	3	3
4	Problem oriented	4	4
5	Good at mobilizing the resources needed	5	7
6	Provides intellectual stimulation	6	6
7	Inspirational	7	5
8	Works collaboratively	8	8
9	Good communication skills	9	9
10	Result oriented	10	10
11	Good at gathering information	11	11
12	Knowledgeable	12	12
13	Visible leadership	13	13
14	Open towards new ideas	14	14
15	Displays a long-term perspective	15	15
16	Willing to risk mistakes by employees	16	16
17	Involves others in key decisions	17	17
18	Willing to sacrifice self-interest	18	19
19	Authoritative	19	18

20	Always follow procedures	20	20
21	Good at learning from mistakes	21	21
22	Takes all decisions alone	22	22
23	Displays a short-term perspective	23	23

Source: Data Processed By Researcher, 2020

An illustration of the comparison of the leadership indicators between the two heads of the region can be seen in Table 5. Upon closer examination of this comparison, it becomes known that the majority of the indicators show proximity to each other, which can be interpreted as the two leaders in this study possessing similarities in character. It can be argued that the adjacency of the indicators between these heads of the region is an indication that a leader who implements collaborative governance in their leadership has the characteristics of the ability to take initiatives, be a visionary, be committed to colleagues and the organization, and be problem oriented. A comparison of the mean values of the indicators for the two Regents may be seen in Figure 3, which shows a tendency for them to exhibit the same pattern. The points in the chart depict the 23 indicators used in this research. Under further inspection, the 23 indicators show proximity, even though they contain different values.

Figure 3: A Comparison of Mean Values of Leadership Indicators between the Regents of Kulon Progo and Banyuwangi
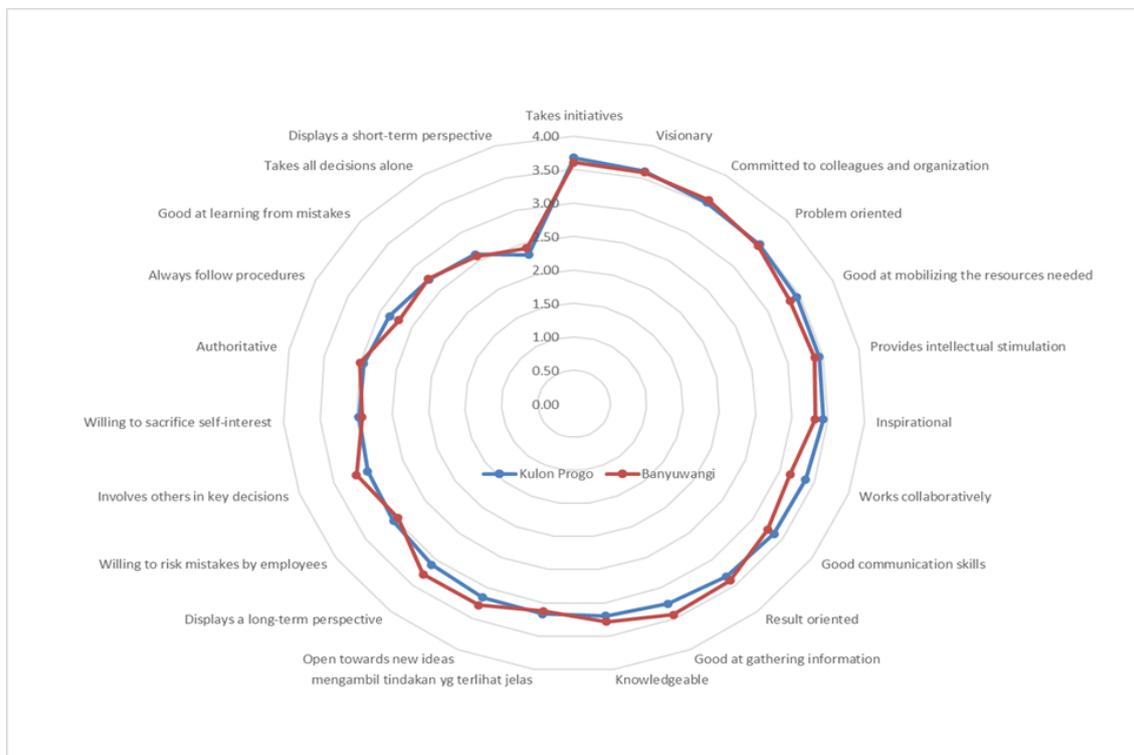
Source: Data Processed By Researcher, 2020

After thoroughly calculating the mean values for each indicator, the indicators were then grouped according to the typologies as established by Ricard. Table 6 shows 5 leadership typologies as well as the indicators that are used as the basis for considering the order of

the typologies that the leadership of the Regent of Kulon Progo and the Regent of Banyu-wangi leans towards.

Table 6: Leadership Typologies and Their Indicators

No	Leadership Typology	Indicator
1	Transactional Leadership	Takes initiatives; Authoritative; Displays a short-term perspective; Fairly good at gathering information; Problem oriented; Takes all decisions individually; Always follows procedures.
2	Transformational Leadership	Visionary; Takes initiatives; Visible leadership; Displays a long-term perspective; Result oriented; Inspirational; Committed to colleagues and organization; Good at mobilizing the resources needed; Open towards new ideas; Takes all decisions individually.
3	Interpersonal Leadership	Good communication skills; Provides intellectual stimulation; Committed to colleagues and organization; Willing to sacrifice self-interest; Knowledgeable; Good at learning from mistakes; Willing to risk mistakes by employees; Somewhat involves others in key decisions.
4	Entrepreneurial Leadership	Visionary; Takes initiatives; Displays a long-term perspective; Good at gathering information; Problem oriented; Result oriented; Good at mobilizing the resources needed; Knowledgeable; Open towards new ideas.
5	Network Governance Leadership	Good communication skills; Displays a long-term perspective; Good at gathering information; Problem oriented; Committed to colleagues and organization; Good at mobilizing the resources needed; Works collaboratively; Open towards new ideas; Involves others in key decisions.

Source: Data Processed By Researcher, 2020

After grouping the leadership indicators according to the 5 typologies, the results thus become apparent, in which sequentially, the leadership typologies closely associated with the two leaders include entrepreneurial leadership in first place with the highest mean score, followed by the network governance leadership, transformational leadership, and interpersonal leadership type, and the lowest score is found in the transactional leadership type.

Table 7: Leadership Typologies of the Regents of Kulon Progo and Banyuwangi

No	Type of Leadership	Banyuwangi	Kulon Progo
1	Entrepreneurial	3.41	3.36
2	Network Governance	3.33	3.30
3	Transformational	3.31	3.30
4	Interpersonal	3.16	3.16
5	Transactional	3.03	3.02

Source: Data Processed By Researcher, 2020

The leadership typologies of the two Heads of the Region, when presented in the form of a radar or spider chart, may be seen in Figure 4. The three typologies of each head of the region that are above the mean value are represented as the outermost points in the chart. The figure displays the entrepreneurial, network governance, and transformational typologies, which have higher than average scores (average scores Banyuwangi 3,25 and Kulon Progo 3,23), as being situated at the outermost points. Meanwhile, the innermost point itself lies in the transactional typology.

Figure 4: A Comparison of Leadership Typologies between the Regents of Kulon Progo and Banyuwangi
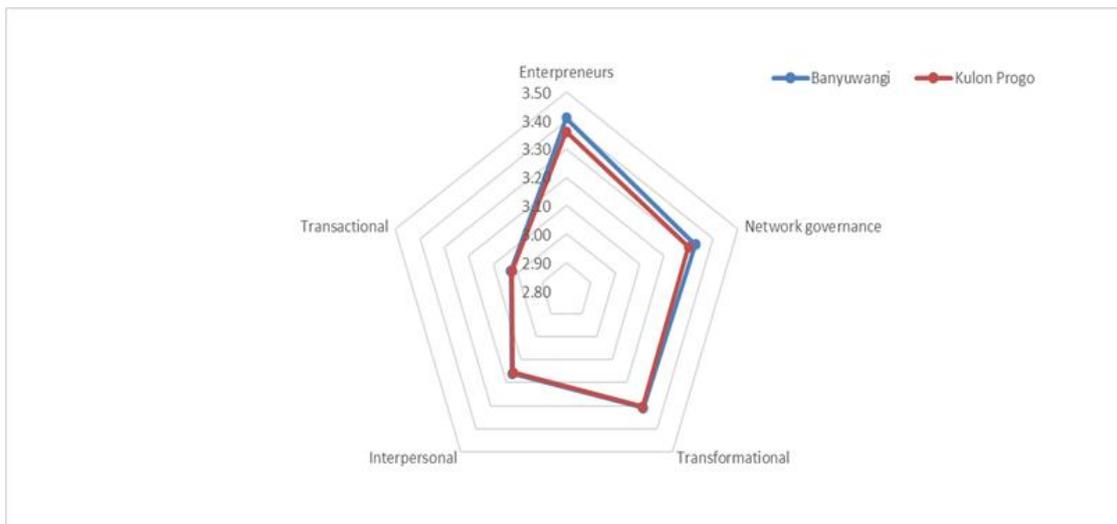
Source: Data Processed By Researcher, 2020

When referring to the aforementioned figure, it could be surmised that the two Heads of the Region in this study, the Hasto Wardoyo as the Regent of Kulon Progo, and Abdullah Azwar Anas as the Regent of Banyuwangi, tend to display the same leadership typologies. That is to say, both are dominated by entrepreneurial leadership, with the dominant indicators being taking initiative, being visionary, and being problem oriented and result oriented. Next, as for the leadership typology, it becomes known that the results show the highest values sequentially for the network governance leadership typology, where the dominant indicators consist of being problem oriented, being committed to colleagues

and organization, and being good at mobilizing the resources needed. As for the transformational leadership typology, the indicators that intersect with other typologies include being visionary, taking initiatives, and being result oriented, inspirational, and committed to colleagues and organization.

CONCLUSION AND SUGGESTIONS

The leadership of the two Heads of the Region, the Regent of Kulon Progo and the Regent of Banyuwangi, tends to display the same pattern, where as they lead people, both of them are dominated by the entrepreneurial, network governance, and transformational type. Several dominant indicators found in both regents' leadership comprise taking initiatives, being visionary, committed to colleagues and organization, and lastly, being problem oriented. Both Heads of the Region have been proven successful in leading their regions under collaborative governance, earning a variety of achievements and accolades at both the national and international level. The significance of this research is the finding of the same pattern of the two regents who have many achievements and become the best practices in leading at the local level.

These findings may be used as a reference by other researchers in examining the success of the leadership of regional leaders in other places by using the same typologies or developing different typologies, so as to enrich the wealth of research on leadership in studying the characteristics of leadership that are exhibited. Even though leadership is an art that is closely associated with the leader's self, for practitioners and leaders, these findings may serve as a reference for the typologies and characteristics that have been proven to be successful in undertaking the role of leadership. For future research it is recommended to increase the sample size by involving others parties especially outside of the bureaucracy.

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