

The Effect of Government Leadership towards Society Participation in Rural Village Development: A Study in Pineleng Sub-District of Minahasa District

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ABSTRACT: *This research is moving from the symptom of decreasing the level of society participation in village development, especially in some villages within Pineleng sub-district of Minahasa district. This is allegedly related to the application of government leadership style, especially the leadership of the village head who has not been effective in mobilizing society participation in village development. Thus, this study aims to analyze the influence of Government Leadership towards society participation in village development in Pineleng Sub-district, Minahasa District. Descriptive method and quantitative approach applied in this research with the determination of village sample as much as six villages and sample of respondents counted 60 respondents village government apparatus. Descriptive, and inferential statistical analysis techniques are used to test hypotheses. The results showed that: (1) The leadership of the Government perceived that the respondents are in the medium category tend to be high, as well as the participation of the society in development in Pineleng Sub-district of Minahasa District. (2) Government leadership, in this case, the head of the village in Pineleng sub-district has a positive and very significant effect on the society participation in village development. The sub-district head and village heads who apply leadership with transformational style tend to be more effective in increasing society participation in development, especially in Pineleng sub-district of Minahasa District rather than the application of transactional leadership style.*

KEYWORDS: *Government Leadership, Society Participation, Village Development*

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I INTRODUCTION

In the current era of democratization and regional autonomy, leadership plays a decisive role that always gives an exciting impression to be studied about society participation in village development. In the context of organizations, especially government organizations / bureaucracies, leadership has a major role in the dynamics of organizational life. Leadership acts as the driving force of all resources within the organization. The organization's success in achieving its goals will depend heavily on the leadership qualities of the organization's leadership.

The leader is the person who responsible for the success or failure of the organization he leads, while subordinates are a big part of the implementing elements that play a role in completing the work by their respective field of duty. Employees or apparatus in the life of the organization are principally task-oriented. Therefore, it is the responsibility of the leadership to strive for them to work by a predetermined plan. So the more capable a leader in carrying out his leadership, it can help the organization in creating employees who can perform tasks assigned to him well, and ultimately the work achieved as expected.

In this connection, Thoha (2003) says that a government organization will succeed or even fail, largely determined by leadership factors. A great expression says that it is the leader who is responsible for the failure of the execution of a job. The phrase positions the leader in an organization in an important position.

In the process of attaining goals in the interaction of leaders with followers in which there is an attempt to influence others, Hemhill and Coons (in Yukl, 2002: 2) argue that leadership is the behavior of an individual who leads a group activity to a goal to achieve (shared goal). Tannenbaum, Weschler, and Massarik (in Winardi 1997: 47) define leadership as an interpersonal influence, carried out in a given situation, and directed through a process of communication toward the achievement of one or more specific ends..

In relation to the function of leaders in influencing the behavior of others, especially in mobilizing the participation of the society to involve themselves in the development process, as the authors raised in this study, then based on the results of pre-survey in Pineleng District as the location of this study indicate the existence of symptoms that development activities in this region show less optimal results. This condition is thought to be a

consequence of the weak participation of the society in supporting the implementation process of development in this region, especially at the village level.

Based on the problems that appear in the background, then the problem is formulated as follows: To what extent is the influence of Government Leadership on society participation in village development in Pineleng Sub-district of Minahasa District?

Refers to the formulation of the problem mentioned above, this study aims to analyze the influence of Government Leadership on society participation in village development in Pineleng Sub-district, Minahasa District.

The results of this study are expected to provide benefits, both theoretically and practically. Theoretically, the results of this study are expected to add social science repertoire, especially the study of government leadership, and it is practically expected to contribute to the related parties, especially the village government and Pineleng sub-district government, Minahasa district in involving the society in the development process.

II LITERATURE REVIEW

A. The Concept of Government Leadership

Leadership is often identified with management by many people. However, between them, there are significant differences to note. According to Thoha (2001: 8) that "in essence, leadership has a rather broad understanding compared with management." Leadership can be used by everyone and is not limited to a particular organization or office. In other words, leadership can happen anywhere, as long as a person demonstrates his ability to influence the behavior of others toward the achievement of a particular goal. While management is a special type of thinking of leadership in the effort to achieve organizational goals that are bound by bureaucracy or organizational rules and are bound by structural communication channels.

The development of leadership theory is progressing very rapidly and increasingly widespread and sophisticated. According to Bass (1990: 56) leadership is a complex phenomenon, because in it there are universal humanity symptoms. Also, leadership is one of the most widely observed issues in the world (Burns, 1978: 47). Thoha (2001: 9), defines leadership as "an activity to influence the behavior of others or art affecting human behavior both individuals and groups."

Many of the existing discourses to examine the issue of leadership about social context, politics, and government. Tonnies (1887), Durkheim (1893), or Cooley (1909) classify leadership by two major features. Between leadership *Gemeinschaft* which put forward solidarite mechanic, familistic relationship, based on dignity and charisma, and colored by individual-based relationships. The second feature of *Gesellschaft* is characterized by solidarite organic, contractual relationships, by authority and law, and anonymous and useless relationships.

Both patterns of leadership that bring the implications of the existence of two ways in mastering, organizing, and supervising for the collective goal is achieved. The first pattern raises the idea that only certain people possess extraordinary personalities from birth and possess the only inherited good character that can rule, determine war and peace, determine the fate of the people, and various other forms of social service. On the other hand, there is the theory that the emergence of a leader is due to time, place, and circumstance, or in other words the emergence of a leader by nature and experience (Carlily, in Sartono, 1986: VII).

On the other hand, Rashid (1995: 17) states that leadership ability can be measured through one's success in bringing the main functions of government itself, namely service, empowerment, and development. The ministry indicates the existence of concrete actions directed to others so that people who need help feel served, cared for, and satisfied in the ministry. Empowerment implies that a leader is not solely tasked to assist the society, but he must also be able to motivate each society member to participate in various activities carried out with various potentials.

As service functions, empowerment and development are increasingly diverse; then a leader is required to find the best solution to problem-solving, using knowledge and persuasive ways. Leaders need communication skills, motivating ability, organizing, delegating, and negotiating and other abilities to exist as leaders. Thus, the key to the success of governance in carrying out the main function of governance is to equally strengthen mental and superior knowledge and skills (spirit, knowledge, and skills)".

In the discourse of achieving goals in the interaction of leaders with followers or subordinates in which there is an attempt to influence others, Hemhill and Coons (in Yukl, 1994: 2) argue that leadership is the behavior of an individual who leads a group activity to the desired destination achieved together (shared goal). Tannenbaum, Weschler, and Massarik (in Winardi 1997: 47), defines leadership as the influence of the person, which is carried out in a particular situation, and directed through the communication process, toward the achievement of one or several specific purposes.

Leadership, especially government leadership is a concept that summarizes the various facets of the interaction between leaders and followers in achieving a common goal, which is to create a sense of justice, independence, and society welfare. To achieve a common goal, Yuwono (1983: 69) argues that leaders are required to have technical agility, new views, loyalty to a vision and effort in communication. In Government Organizations, every official in any stage should execute communication well so that leaders can know the situation that develops within the organization they lead. How to do it according to Yuwono (1983: 70) can take the form of instructions, general information, orders, reprimands, and praise. With leadership guidance, the execution of organizational tasks and working procedures will work better, in addition to public information, as well as authoritative orders to assign personnel to what must be done within a certain period. Reproof and praise are needed to evaluate subordinates who perform irregularities or can improve their performance. In addition to communication with members of the organization, it is also necessary to communicate with the public, especially with service users or society groups to ensure that the government has function properly.

B. The concept of Society Participation

Various sources state that society participation is a key element of village development. Participation is considered as a benchmark to assess whether the development is a village development or not. If the village society does not have the opportunity to participate in the construction of a project it is designed, then the project is essentially not a village development project (Peter du Sautoy, in Taliziduhu, 1987).

Inanabrota Bhattacharyya (in Taliziduhu, 1987) defines participation as partaking of joint activities. Mubyarto defines it as a willingness to help the success of each program according to the ability of everyone without sacrificing self-interest.

Bryant and White (1984) explain that participation as part of the development process is an attitude of openness to the perceptions and feelings of others. Participation is an awareness of the contribution that other parties can make to an activity.

In the village development model, development participation by Cohen and Uphott is conceptualized as people's involvement in the decision-making process, in program implementation, in receiving development benefits, and in assessing or evaluating each program (in Taliziduhu, 1987). Thus, according to this concept, development participation is the participation or involvement of individuals as members of the society in the phases of development taking place in the society.

Bryant and White (1984) citing Nelson's opinion that there are two kinds or types of participation, namely: participation between fellow citizens or members of an association called horizontal participation; and participation by subordinates with superiors, between clients with patrons, or between communities as a whole with the government, named vertical participation. Called vertical participation because it can happen in certain circumstances communities engage or take part in a program of others, and in relationships where society is in a position of subordinate, follower or client. Called horizontal participation, because at one time it is not impossible for the society to have the ability to initiate, where every person /member/society groups participate horizontally to each other, whether in doing business together or in the framework of doing activities with other parties. The existence of horizontal participation is a sign of the beginning of the growth of a society capable of developing independently (Taliziduhu, 1987).

Koentjaraningrat (1974) also expressed the types of participation as proposed by Nelson. In this regard, Koentjaraningrat shares participation on: participation in joint activities in development projects, and participation as individuals outside of joint activities. In the first type of participation, the people are encouraged, persuaded, instructed, and even forced to participate and donate their energy and property to development projects. While the participation of the second type, there is no element of coercion or command, but by their own will

From the classification of the types of participation above, it is clear that basically society participation in development can be voluntary or come from the society's initiative, and can also be invited, ordered by the superiors or the government, where in his actions there is often coercion. Voluntary participation is usually manifested in programs or projects initiated by the society itself; while coercion participation is usually on programs or projects coming from the government. Participation of this second type usually occurs in the initial phase.

Participation of the first type (voluntary participation) is expected to develop in the village society in carrying out the development of their village. The extent to which voluntary participation can manifest will be seen in voluntary society involvement in the development phases. Taliziduhu Ndraha (1987) suggests various forms or stages of village society participation in village development, citing the opinions of several experts, among others:

- a) Participation in/through contact with others as one of the starting points of social change (Rogers, 1969; Staudt, 1979);

- b) Participation in observing/absorbing and responding to information, whether in the sense of accepting (obeying, fulfilling, executing), agreeing, accepting on condition, or in the sense of rejecting it (Evelyn Wood, 1962);
- c) Participation in development planning, including decision-making or plan-setting (Hofstede, 1971);
- d) Participation in the implementation of development operations (Cohan and Uphoff, 1977);
- e) Participation in receiving, maintaining and developing developmental outcomes (Cohen and Uphoff, 1977);
- f) Participation in assessing development (Moshia and Matte, 1979), i.e., society involvement in assessing the extent of development implementation according to plan and how far the results can meet the needs of the society (Taliziduhu, 1987).

Based on the form or type and stage of participation above, it is clear that the participation of villagers in village development is none other than the involvement or participation of the village society in each phase of village development, which at least includes phases or stages: information reception, information, program/project planning, program/project implementation, revenues of development results, and assessment or evaluation of development outcomes.

The society participation described above is crucial to the success of village development, or in other words an input (input) that is indispensable in village development for the successful development of the village. Increased public participation in the development phases, will accelerate the pace of village development. And therefore the mobilization of participation is something that is necessary.

Besides being a development input, society participation is also output or output of development. Various sources state the mobilization of society participation is one of the goals of development itself (Taliziduhu, 1987). Thus, as out-put, society participation is expected to grow through development; meaning that with village development it will foster the participation of the village society in their village development.

From the above description it is clear that on the one hand, society participation is crucial to support development success (serves as development input), and on the other hand that mobilizing society participation is one of the development goals (as output/output development). In other words, on the one hand, society participation in development determines the success of development; and on the other hand, the success of development will foster the ability of the society to participate in development.

C. The Effect of Government Leadership on Society Participation in Village Development

Observing the various opinions about leadership, they generally agree that leadership is the process of influencing the activity of a person or group of people to achieve goals in certain situations. Thus, the leadership process is the role of leaders, followers, and other situational variables.

Leadership in organizations has an important role to achieve organizational goals. Through leadership, organizations can mobilize all resources to achieve goals. Responsive leadership is necessary to create conditions conducive to organizational performance and assemble subordinates to attain common goals (organization).

To achieve a common goal, leaders are required to have technical agility, new views, loyalty to a vision and effort in communication. Communication is one of the tools necessary for a leader to move others through his influence. Good communication can be in the form of instructions, general information, orders, reprogram, and commendation. With leadership guidance, the implementation of organizational tasks and working procedures will work better, in addition to general information, as well as authoritative orders to assign personnel to what must be done within a certain period. Reproof and praise are needed to evaluate subordinates who perform irregularities or can improve their performance. In addition to communication with members of the organization, it is also necessary to communicate with the public, especially with service users or society groups to ensure that the government has function properly.

Sensitive leadership is characterized by the interests and intentions of leaders to understand, plan and implement the various needs that exist in society. Because this character tends to place the importance of leadership initiatives, the factors of communication and transparency are the basic capital that every leader must have. Meanwhile, one of the needs of society in today's democratization era is the need to participate in the development, from planning, implementation, monitoring, utilization, and evaluation of development outcomes.

Thus it can be said that the increase of society participation in optimal development positively correlated with the behavior of a government leader, especially at the village level in motivating and mobilizing society participation, the duties and functions of the village head as head of government, which needs to be considered is to grow and develop the spirit of gotong work from the society which is also a major factor in the implementation of governance and village development, mobilizing society participation and coordinating the way of development, fostering, and supervision of development outcomes in society life.

D. Hypothesis

Based on some opinions or theories about the implementation of the policy, especially in the planning of village development, it can be established working hypothesis as a guide in this research, formulated as follows: "Leadership of government has a positive and significant impact on society participation in village development in Pineleng Sub-district Minahasa District."

III RESEARCH METHOD

In accordance with the characteristics of the issues raised, the relevant methods used in this study are based on descriptive survey approach (Koentjaraningrat, 1997); and more specifically descriptive survey approach that is explorative survey (Arikunto, 2002, Sugiyono, 1997), which in addition to this research want to reveal the problems that are actual and factual, also aims to find the relationship between a factor or symptoms with factors or symptoms others. This is in line with Vredenburg (1981) that the explanatory survey method is the method used to test a hypothesis or more generally explain the relationships among variables.

Based on the research hypothesis formulation, this research involves two principal variables, respectively: (1) Leaders behavior as the independent variable; and (2) Society participation in development as the dependent variable.

The two variables, conceptually, can be defined, each as follows:

1. Government leadership, referred to in this research is the ability of the heads of the sub-district (*Camat*) and village (*Hukum Tua*) leaders to influence the behavior of the authorities and the society so that they are motivated to carry out the tasks of service, empowerment and society development, particularly encouraging / participate actively in the planning, implementation and utilization of development results, both at the sub-district level and at the *kelurahan* level within the Pineleng sub-district of Minahasa District.
2. Society participation is defined as initiatives, initiatives and participation of the society, both mental / mind, personnel, and materials (including money) in the development process, both at the sub-district level and at *kelurahan* level within the Pineleng sub-district of Minahasa District.

Operationally, the above-mentioned variables can be defined as follows:

1. Government leadership as the independent variable (X), observed through indicators, as follows:
 - a. Fostering and directing planning activities and development programming at the *kelurahan* level through *kelurahan* institution, such as *Kelurahan Society Empowerment Institution (LPMK)*;
 - b. Encourage the implementation of urban development programs in the effort to achieve the goal of development itself;
 - c. Directing government and development activities plans established by the government for or by village society proposals;
 - d. To control and oversee the implementation of established government programs;
 - e. Directing or mobilizing the potential of development resources for the interest of achieving the target and objectives of village development;
 - f. Motivating or mobilizing society initiatives and initiatives in the process of development implementation, from planning, implementation to utilization, monitoring and evaluation, and sustainment;
 - g. Stimulate the society to participate in the implementation process of development through the establishment of programs directly benefited by the local society.
2. Society participation as a dependent variable (Y) is measured through several indicators, namely:
 - a. Society participation in the development planning process;
 - b. Society involvement in the implementation process of development programs/projects;
 - c. Society assistance in the form of personnel, materials, and funds provided by the society in the implementation process of development.
 - d. Society participation in the process of monitoring and evaluation of development outcomes.
 - e. Society involvement in supervising and preserving development outcomes to be utilized as effectively as possible.

According to Sugiyono (2002: 57) population is a generalization region consisting of objects that have a certain quantity and characteristics. The conclusion is that the population is the whole object/subject or data source that has certain characteristics in a study and can provide useful information for the research problem.

The population in this study is the overall characteristics associated with government leadership and society participation in development in Pineleng District Minahasa District. While the sample is part of the number and characteristics possessed by the population (Sugiyono, 2002: 57).

The sample villages were determined purposively by six villages from 16 villages in Pineleng Sub-district. The six sample villages are Pineleng Satu Village, Warembungan, Sea, Kalasey One, Tateli and Koha villages. The sample size (respondent) was determined by purposive as many as 60 village government officials

spread in six sample villages. Each village was drawn as many as ten people, consisting of village apparatus, BPD management, PKK and society / religious leaders, then selected by simple random sampling.

The instruments used in this study are questionnaires or questionnaires and assisted with interview guides (interviews) to collect primary data. Secondary data were obtained through documentation technique, and all data were collected by using survey technique and direct observation.

Based on the characteristics of the data and the purpose of testing the research hypothesis, the appropriate data analysis techniques to be used consist of:

1. Frequency Analysis: To identify each variable, frequency analysis or percentage is described in the frequency distribution table.
2. Simple Linear Regression Analysis: Research data is analyzed by using statistical analysis techniques, as follows:
 - a. This technique of analysis is used to determine the form of relationship and the influence of variable "Leaders Behavior" (X) to variable "Decision Making Process" (Y).
The linear regression equation is: $\hat{Y} = a + bX$
 - b. Furthermore, for testing of linearity regression and independent test used statistical analysis of For variance analysis.
3. Product Moment Correlation Analysis: This technique of analysis is used to know or calculate the degree of correlation coefficient r the relationship between government leadership variables (X) and the variables of society participation in village development (Y). While the coefficient of determination (determinant) will be obtained by squaring the coefficient of correlation (r).

To test significant correlation coefficient used statistical test (t test) with the following formula:

a

$$t = \frac{r\sqrt{n-2}}{\sqrt{1-r^2}}$$

To know the magnitude of contribution or influence of leader behavior (X) to society participation in development (Y) use coefficient of determination by way of squaring correlation coefficient value, that is (r)².

Hypothesis testing criteria: All hypotheses will be tested at a significant 0.01 level (test level 1%), but if it is not significant, it will be tested at a significant 0.05 (5% test level).

IV. RESULT AND DISCUSSION

A. The Description of Research Result

Before performing hypothesis testing, it is necessary first to perform a tabulation of data (see appendix) to describe research variables through the frequency distribution table, which includes two variables, respectively:

1. Government Leadership

Referring to indicators of Government Leadership variables in the previous section, then formulated into questionnaires (questionnaires) of 8 questions and then distributed to 60 respondents village government officials distributed into 6 sample villages.

The questionnaire or questionnaire is listed on the Likert scale, where each item is provided with 5 (five) alternative answers selected by respondents with a score of 5 for an answer option a; score 4 for answer option b; score 3 for answer option c; score 2 for answer option d; and score 1 for answer option e. Once the data is collected then it is tabulated through the following steps:

- 1) Range (R) = highest score minus lowest score.
Highest score = 40
Lowest score = 20
 $R = 40 - 20 = 20$
- 2) The number of interval classes (bki) is defined as 3 classes and 3 categories, namely: low, medium and high.
- 3) The length of the interval class (P) = $R / bki = 20 : 3 = 6.67$ is rounded to 7

Based on the steps mentioned above, from now on arranged Table frequency distribution as can be seen in Table 1 below:

Table 1

Frequency Distribution of Government Leadership Variable Score According to Respondents' Answer

Category	Interval class	f-abs	f-rel	f-kum
Low	20 – 26	10	16.7	16.7
Medium	27 – 33	25	41.7	58.3
High	34 – 40	25	41.7	100.0
total		60	100	

Government leadership as indicated through the distribution of data in Table 1, is in the interval class 27 - 33 or moderate category and the interval class 34 - 40 or high category with the respective frequency of 25 people or 41.7%.

The result of the analysis when connected with the average score of government leadership variable of 31.47, then the leadership of the government (sub-district head and village head) perceived that respondents are in the class position interval 27 to 33 is high tend to be. This indicates that leaders, both heads of subdistrict and village heads of the Pineleng sub-district administration, apply a variety of leadership styles or behaviors between task-oriented leadership and leadership-oriented human relations or between authoritarian and democratic. The application of this style is highly dependent on the situation of subordinates and the society that the leader faces.

2. Society participation

Based on the indicators of society participation variables (Y) as described in the preceding section, then it is spelled out in the questionnaire (questionnaire) for the society participation variable (Y) of 8 questions and then distributed to 60 respondents of the village apparatus. Sample villages.

List of questions or questionnaires are arranged on a Likert scale, where each item is provided with 5 (five) alternative options (options) of answers selected by respondents with a score of 5 for answer a; score 4 for answer option b; score 3 for answer choice c; score 2 for answer choice d; and score 1 for answer choice e. After the data has been collected, it is tabulated through the following steps:

1). Range (R) = highest score minus lowest score.

Highest score = 40

Lowest score = 22

$R = 40 - 22 = 18$

2). The number of interval classes (bki) is defined as 3 classes and 3 categories, namely: low, medium and high.

3) The length of the interval class (P) = $R / bki = 18 : 3 = 6$

Based on the steps mentioned above, from now on arranged frequency distribution table to know the trend of respondents answers about the score of a variable of society participation in development, as can be seen in Table 2 below.

Table2

Frequency Distribution of Society Participation Variables According to Respondents' Answer

Category	Interval class	f-abs	f-rel	f-kum
Low	22 - 27	6	10.0	10.0
Medium	28 - 33	33	55.0	65.0
High	34 - 40	21	35.0	100.0
Total		60	100	

The distribution of data in Table 2 shows that the distribution of society participation variables is in the interval class of 28 to 33 with the average score of 32.13 and the frequency of 33 respondents or about 55%. While the respondents who show the "high" participation of 21 people or about 35%, so it can be interpreted that the position of society participation variables is in medium or medium category tend to be high.

B. Statistical Analysis Results

Table 3 presents the results of a simple linear regression analysis of the variables studied; the independent variables are Government Leadership variable (X) and the society participation variable (Y) for the dependent variable.

Table 3. Simple Linear Regression Analysis Result

Variabel	B	Std Error	t hitung	Sig.	Keterangan
Constant)	2,837	1,704	1,665	0,101	
Leader behavior (X)	0,931	0,054	17,387	0,000	Signifikan
$\hat{Y} = 2,837 + 0,931 X$		Sig. F = 0,000		Jumlah Sampel = 60	
r = 0,916		F hitung = 302,300		$\alpha = 0,01$	
$r^2 = 0,839$		F Tabel (1,58) = 7.08		k = 1; n-k-1 = 60 - 1 - 1 = 58	

Source: Processed Data Results

Based on the results of simple linear regression analysis in Table 3, it was found that through one-way variance analysis (ANOVA) indicated that the regression was statistically significant with $F = 302,300$ for the degrees of freedom $k = 1$ and $n-k-1 = 60 - 1 - 1 = 58$, and the value of P (P -value) = 0,000 is much smaller than $\alpha = 0.01$.

The simple linear regression line equation for the least squares method is: $\hat{Y} = 2,837 + 0,931 X$

The explanation of the above equation is as follows:

- \hat{Y} = Participation of the alleged society; X = Leadership Behavior
- A constant value of 2.837 where the value means that if the Leader Behavior variable (X) does not exist or at position 0 (zero), then the society participation in development (Y) in Pineleng District Minahasa District is 2,837.
- The regression coefficient b of 0.931 states that any +1 increase or an increase of leader behavior will increase society participation in development by 0.931 or 93.1%.

Based on the results of the analysis in Table 11, it is known that the p -value for the leader behavior variable X is smaller than 0.01 ($0.000 < 0.01$), so that the independent variables have an individual or partial influence on public participation on development. This means that the significance test of regression coefficient $b = 0.931$ which is marked positive can be stated very significant.

Based on the results of the analysis in Table 11 it is also found that the regression model test shows the significance value of F arithmetic, that is 302,300 much larger than the value of F table of 7.08 with the dk of the numerator = 1 and dk denominator = 58 at the level of significance 1% ($\alpha: 0, 01$). Thus the hypothesis which states that Leaders Behavior has a positive and significant effect on society participation in development can be accepted convincingly. This means that there is dependence or dependent variable of public participation on leader behavior.

V. DISCUSSION

Based on the results of simple regression analysis, regression model test (F test) and significance test of regression coefficient (t -test), it is found that independent variable that is leader behavior significantly influence dependent variable, that is society participation in development, especially in Pineleng Sub-district Minahasa District. The pattern of functional relationship between the two variables is positive linear pattern. This means that if the leader's behavior is improved, it will be followed by increased society participation in development.

The relationship between behavioral variables of leaders with society participation in this study showed positive and significant results with the value of the coefficient of determination (r^2) of 0.839 or 83.9%. The degree of the determination indicates that society participation in development, particularly in Pineleng sub-district, is determined by the leader's behavior factor of 83.9%, while the remaining 16.1% is influenced by other factors not examined in this study.

The results of this study when associated with theories of leadership, it is clear there is compatibility, as stated by experts, among them, Bass and Reggio (2006: 6) which states that transformational leadership has four dimensions: idealized influence, inspirational motivation, intellectual simulation, and individualized consideration.

Ideal influence (exemplary or charismatic) is a behavior that evokes the emotion and strong identification of the follower of the leader. Leaders perceived by subordinates as role models in organizational activities to achieve organizational goals. Leaders practice how organizational members work and act according to the mission to achieve the organization's vision and present themselves when the subordinate faces the problem. These practices become motivators and are identified by subordinates in performing their duties.

Furthermore, according to (Bass, 1990, Nanus, 1992, Popper and Zakkai, 1994) that the height of the leader's charisma can be seen from the high-ability of leaders in communicating the organizational vision, the ability to cultivate trust, the subordinate admiration of the leader, and the ability of the leader to motivate subordinates in running the activities of the organization. A similar point was expressed by Yukl (1998) that transformational leaders in the dimensions of charismatic leaders have a great influence on their subordinates.

Charismatic leaders are leaders who are capable of generating strong emotions. Leaders are identified as role models by subordinates, trusted, respected, and have a clear vision. With his strength and influence, the charismatic leader easily directs his subordinates to devote his entire energy and mind to the organization's interests that lead to the achievement of what the organization aims for.

Inspirational motivation is the behavior of leaders who can convey an exciting vision, using symbols to focus subordinate efforts and create appropriate behavior models. Leaders communicate new ideas in a simple way that can be easily understood, invites employees to draw forward images in contemporary practice. Generate employees by proving their commitment to what they communicate, and simplify the message in a simple way for important purposes.

From the dimension of inspirational motivation, theoretically it can be said that the inspirational factor in each leader can be seen from the leader's ability to communicate high expectations, the leader's ability to use symbols to focus the hard work, the leader's ability to convey important goals in a way simple and clear (Bass, in Judge and Bono, 2000). Furthermore, Bass (1997) says that through his inspirational ability, an inspirational leader can generate subordinate enthusiasm for group tasks and can foster subordinate confidence in group tasks, and can foster subordinate confidence in his ability to accomplish tasks and achieve goals group. Also, an inspirational leader creates an atmosphere of openness and trust (Yukl, 1998). In other words, building subordinate confidence according to Seltzer and Bass (1990) is a key element of an inspirational leader. Great confidence in what is done will lead to job satisfaction and effort that exceeds the usual effort.

Intellectual stimulation is a behavior that raises followers awareness of the problem and influences followers to view problems with new perspectives, stimulates subordinates to innovate in solving problems, willing to share experiences and solve problems faced by subordinates appreciate the prevalence that criticism is normal and natural.

Intellectual stimulation as one of the dimensions of transformational leadership can be shown from the leader's ability to develop rationality and subordinate creativity, respect subordinate ideas, and leader's ability to engage subordinates in problem-solving (Bass, 1990). Thus, Yukl (1998) says that transformational leaders are leaders who can encourage their subordinates to come up with new ideas and creative solutions to the problems at hand.

Individualized considerations are leader behaviors that provide support, encouragement, and training for followers. Provision of considerations that aim to motivate subordinates are tailored to the needs of each subordinate is different, so that required relatively different facilities also in the fulfillment.

Individual attention as the fourth dimension of the four dimensions of transformational leadership, as Bass (1990) points out, individual leaders' attention can be seen from the leader's ability to give individual attention to the need for achievement, in respect of individual differences, and in giving direction to subordinates. This is in line with the opinion of other experts, namely Howell and Hall-Merenda (1999) who said that transformational leaders are leaders who can pay special attention to the needs of each subordinate to excel and develop.

In this connection it can be explained that leadership is a social phenomenon, meaning that leadership practice is influenced by values (value-driven). To encourage society participation in development, the values underlying a transformational leader act are the satisfaction of society and the struggle on the social value that is the responsibility of the state. As a consequence, the development of various development programs is directed to the provision of services to the needs of the society to generate public confidence in the government as a formal leader. The impact of social phenomena is not only on the value held, but also a transformational leader must believe in others and dare to give challenges and responsibilities to others (empowerment). A leader must be able to cultivate creativity and not kill various strategies developed subordinates based on technical competence that they mastered.

In this connection, Keller (1992) says that transformational leadership style practices can increase job satisfaction for subordinates because their higher needs such as self-esteem and self-actualization can be met. Also, Nicholls (1994), Pawar and Eastman (1997) argue that the practice of a transformational leadership style is capable of bringing about more fundamental changes such as values, goals, and subordinate needs and these changes have an impact on increasing subordinate job satisfaction fulfillment of higher needs. In line with the opinions of previous experts, Bycio et al. (1995) and Howell and Avolio (1993) argue that transformational leadership has a positive relationship to subordinate job satisfaction because subordinates feel valued for their existence so that they devote their mind and energy to achieve the success of a program.

Regarding the results of the research and the underlying theories, it can be concluded while that the behavior or style of transformational leadership can encourage increased society participation in village development, especially in Pineleng Sub-District Minahasa district.

VI. CONCLUSION AND RECOMMENDATION

A. Conclusion

Based on the results of the research as mentioned earlier, the following conclusions as follow:

1. Leadership The perceived government of respondents in the medium category tend to be high, as well as the participation of the society on development in Pineleng District Minahasa district.
2. The leadership of the sub-district and village heads in Pineleng sub-district have a positive and very significant effect on society participation in village development. *Camat* and village heads who apply leadership with transformational style tend to be more effective in increasing society participation in development, especially in Pineleng sub-district of Minahasa district rather than applying transactional leadership style.
Thus, the research hypothesis proposed earlier can be tested empirical validity as well as justify the underlying theories.

B. Recommendation

Referring to the results of the findings in this study, it can be put forward two recommendations. They are:

1. *Camat* and village heads as formal leaders who are closer to the society should apply the transformational leadership style by emphasizing the ideal dimensions of influence (exemplary or charismatic) and the dimension of inspirational motivation so that it is expected to spur the increase of society participation in village development.
2. It is suggested that other researchers can do research by taking independent variables of transformational leadership for bureaucratic government leaders.

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