

Leadership of Sub-District Head in Efforts to Build Village Independence in Tanah Laut District, Indonesia



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ABSTRACT: This research aims to determine and analyze the leadership of the sub-district head, and the factors that influence it in efforts to build village independence in the economic, social, and cultural fields in Tanah Laut Regency, Indonesia. The research method uses qualitative methods that aim to explore, discover, understand, and analyze in depth the phenomenon of sub-district head leadership and village independence in the economic, social, and cultural fields in coastal areas and river basins. This research will be carried out in Kurau District, Tanah Laut Regency, which consists of 11 villages. The research results show that the sub-district head's leadership in building village independence in Kurau District, Tanah Laut Regency in the economic sector, there are several steps and strategies implemented, namely: implementing Musrenbangdes, optimizing the use of village funds, developing local economic potential, and expansion agricultural efforts through intensification and extensification.

KEYWORDS: Leadership, Subdistrict Head, Building, Independent Village.

INTRODUCTION

Achieve national goals, namely creating a just and prosperous society based on Pancasila and the 1945 Constitution, one way is to form a state government professional, reliable, has legitimacy, and is politically recognized. To be able to form a good government and to realize community welfare following national goals as stated in the Preamble to the 1945 Constitution, participation is needed from government officials, both central government and regional government. (Alfian, 2016; Barnard, 1982; Bateman & Scott, 2009).

Realizing good and responsible government from the central level to the lowest level, namely the village government and sub-district government as the spearhead of the administration of the government of the Republic of Indonesia which is under the sub-districts, requires qualified leadership. Government leadership at all levels of government has a strategic role and position in efforts to create a government that is free from corruption, collusion, and nepotism and is accountable. Leaders at every level of government, including the sub-district head, are expected to always pay attention to, understand, and be able to apply the principles of government management and quality leadership principles to achieve the desired government goals (Cushway, 1994; Djaenuri, 2015; Garnett, 1992; Goldhaber, 1983)

The sub-district is part of the organizational structure of the district or city regional government which is led by the sub-district head and in carrying out its duties, the sub-district head obtains some authority from the regent/mayor to handle some regional autonomy affairs. To effectively implement regional autonomy, several laws and regulations regulate regional government, including Law Number 32 of 2004 concerning Regional Government, subsequently revised by Law Number 23 of 2014 concerning Regional Government which mandates that the emphasis regional autonomy is in districts and cities. Law Number 32 of 2004 concerning Regional Government and updated again with Law Number 23 of 2014 concerning Regional Government, has explained that the sub-district is the work area of the sub-district head as a district or city regional apparatus, meaning that before the enactment of this law, the sub-district is just one administrative area of government, apart from the central government, provincial government, district/municipality government and administrative city (Harsono. 1992; Henry, 1988; Hersey & Blanchard, 1992; Heywood, 2014).

By viewing sub-districts as a form and part of the organizational structure of district/city regional government, solid cooperation and synergy are very necessary to achieve government goals, which is a rational effort that must be made. The sub-district head has more specific duties and responsibilities compared to other regional apparatus in carrying out its main duties and functions to support the implementation of the principle of decentralization, namely the obligation to integrate socio-cultural values, create stability in political, economic, social, and cultural dynamics, defense and security and order in society (Hughes, et al 2012; Kansil, 1990; Kartono, 2001; Kossen, 1986)

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As is the case with other organizational leaders, sub-district heads are also faced with various circumstances, conditions, and challenges in leading the sub-district area. A sub-district head is required to be proactive and rely on quality leadership to raise the morale of the employees who are his subordinates, including village heads and village heads within the sub-district area he leads. Apart from that, they must also be able to mobilize the community to play an active role and participate significantly in government, development, society, and village community empowerment and be able to become creators, innovators, and facilitators in the context of effective government administration, implementation of development and services to the community as well as community empowerment, especially village communities. The main function of the sub-district head is to realize people's welfare to build the integrity of regional unity, apart from providing public services to the community, he also carries out regional development tasks. In this case, philosophically, the sub-district government is not only strengthened by aspects of facilities and infrastructure, but the important thing is the supporting capacity of the sub-district leadership in improving the performance of its employees to create a reliable and reliable sub-district government organization. professional in all aspects (Rogers, et al, 1976; Salusu, 1998; Thoha, 1991; Wirawan, 2014).

Thus, a leader must master and be an expert in managing an organization to be able to manage the organization's resources optimally, such as human resources (HR), equipment resources, financial resources, method resources, time resources, and other resources. This of course cannot be separated from managerial skills in planning, organizing, directing, and controlling organizational resources to achieve goals effectively, efficiently, independently, and accountably.

Based on the description of the duties and authority of the sub-district head above, it can be said that the main function of the sub-district leadership is apart from providing services to the community, it also carries out regional development tasks and at the same time as a coordinator of government administration in its work area and is a leader who always tries to improve the performance of its employees as a concrete manifestation of the objectives of sub-district government organizations (Yudhoyono, 2001; Yukl, 2010).

Based on Government Regulation Number 17 of 2018 concerning Subdistricts, the subdistrict head is tasked with carrying out general government affairs and has the position of coordinator as well as supervisor and supervisor of government administration and village/subdistrict activities in his work area, being under and directly responsible to the Regent/Mayor. To achieve leadership within the sub-district government that is effective in mobilizing and increasing village residents' participation in development, there are at least three main aspects that are important to pay attention to. First, the intensity and quality of the functional aspects of leadership, namely providing encouragement, direction, guidance, two-way communication interactions, and involving citizens in decision-making. Second, the behavior and leadership style used in carrying out leadership activities and roles. Third, to carry out the activities of leadership functions and roles as well as leadership styles effectively and efficiently to be able to influence or increase community participation in administering the government, implementing development, community and empowering village communities and public services, it is necessary to pay attention to aspects of social and cultural values, especially the demands of traditional cultural values regarding social relations interaction behavior patterns in the kinship relationship system where leadership takes place which can directly or indirectly influence interaction behavior patterns between leaders and those led (followers); in this case is the pattern of relationships between the sub-district head and his subordinates and between the sub-district head and village heads and village residents (Mughtarom, 2000; Myers, 1979; Rashid, 1998).

Based on the provisions of Law of the Republic of Indonesia Number 23 of 2014 concerning Regional Government, Article 224 Paragraph (1), states that the duties and authority delegated by the regent/mayor to the sub-district head include: (1) carrying out general government affairs; (2) coordinating community empowerment activities; (3) coordinating efforts to maintain peace and public order; (4) coordinate the implementation and enforcement of *PERDA* and *PERKADA*; (5) coordinating the maintenance of public service facilities and infrastructure; (6) coordinating the implementation of government activities carried out by Regional Apparatus in the District; (7) fostering and supervising the implementation of Village/Subdistrict activities; and (8) carry out government affairs which are the authority of the Regency/City Region which are not carried out by Regency/City Regional Work Units in the District and carry out other tasks following the provisions of statutory regulations.

Based on the description above, the sub-district head's leadership in implementing development, especially village development, as an effort to build village independence is very much needed and is very strategic. Village development is carried out to achieve community welfare towards realizing the independence of village communities so that they can be empowered and experience progress in the economic, political, infrastructure, social, and cultural sectors. This can only be achieved with good sub-district governance which is the supra structure of village/sub-district government. Application of principles of *governance* in administering sub-district government must be able to gather and involve all elements of local community power in improving the standard of living and living of village/district communities within the sub-district area concerned.

Through reliable and professional leadership of the sub-district head, this can be realized good governance at the village level, which requires a harmonious and synergistic relationship between 3 actors, namely the village government, the business world, and the community. A society that can synergize with the other two actors is a society that does not just do what the State orders, not a society that is constantly dependent, but a society that is empowered, namely an independent society (*self-help society*), that is, economically, politically, socially and culturally independent (Moehariono, 2014; Miftah, 2010)

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By referring to existing laws and regulations, the Tanah Laut Regency Government through the regent has delegated some authority to sub-district heads in the Tanah Laut Regency area (BPS Tanah Laut Regency, 2023). Therefore, the sub-district head has a leadership function that can direct his subordinates, including the village head and village head; to carry out activities following applicable laws and regulations. This research was specifically carried out in Kurau District one of the sub-districts in Tanah Laut Regency with an area of 127.00 km² which consists of 11 villages, is one of the sub-districts which is a rice granary for Tanah Laut Regency in particular and South Kalimantan Province in general.

The problem faced by Kurau District is that there are still many villages that do not have economic, social, and cultural independence due to the lack of village infrastructure facilities such as roads and other infrastructure. Apart from that, the quality of human resources (HR) is still inadequate, which has an impact on the lack of community participation in implementing village development. For this reason, the sub-district head as the structural government leader above the village government has a very strategic role and functions in efforts to build village independence economically, socially, and culturally.

RESEARCH METHODS

The research method uses qualitative methods that aim to explore, discover, understand, and analyze in depth the phenomenon of sub-district head leadership and village independence in the economic, social, and cultural fields in coastal areas and river basins. This research will be carried out in Kurau District, Tanah Laut Regency, which consists of 11 villages. This sub-district was chosen as the research location because part of this sub-district is the coastal area and the River Watershed (DAS), namely the Kurau River which connects the Bati-Bati Subdistrict area, the Kurau Subdistrict area, and the Bumi Makmur Subdistrict area.

This research is non-experimental because variations in each variable are not caused by the researcher's treatment. In addition, with a participatory approach, narrative design, and in-depth open interviews, problems related to the object The research from the informants was studied and analyzed in depth. The selection of informants in this research was carried out using purposive sampling, namely determining the people who were the perpetrators and other parties who were involved and connected and had knowledge about the focus of the research. The informants in this research were 8 people from the Kurau District Government, 11 people from the Kurau District community, and 12 people from the Village Government. The number of informants in this study was 31 people. The techniques used in data collection are open and in-depth interviews, observation, and documentation studies.

RESULTS AND DISCUSSION

Leadership of the Subdistrict Head in Building Village Independence in Kurau District, Tanah Laut Regency

The position of the sub-district head in administering government, development, and society as well as community empowerment is very important and strategic. Because the focus of regional autonomy lies in the district/city area, the position of the sub-district government under the leadership of the sub-district head is the main bridge between the district/city government and the village/sub-district government. Formally juridically, by the provisions of applicable laws and regulations, village/subdistrict heads are directly under the regent/mayor, but in practice the administration of regional government, implementation of village development, and community functions and community empowerment; In reality, village/subdistrict heads and village/subdistrict communities are under the coordination and supervision and responsibility of the subdistrict head as head (leader) of the subdistrict area concerned.

Based on the findings of this research, the above reality occurred in the Kurau District Government, Tanah Laut Regency. It is time for sub-district governments to no longer be seen as merely administering regional government administration. Because there are many roles, functions, and tasks that must be carried out by a sub-district head as head (leader) of the sub-district area.

Leadership is the collectivity of the leader as the core of leadership, followers or subordinates as parties who also determine and help the leader in efforts to achieve the goals of leadership, and situations as things that influence and become the basis for consideration in the operationalization of leadership. This is the basis for thoughts, attitudes, behavior and actions and actions of the Kurau Subdistrict Head who is of the view that success in carrying out his duties, obligations, and responsibilities as subdistrict head is very much determined and assisted by all Kurau District Government officials, village heads and all elements of society in Kurau District.

Subdistrict Head Leadership in Building Village Independence

1) Economic Sector

To build village independence in the economic sector, there are several steps and strategies implemented by the Kurau District Government, Tanah Laut Regency, namely:

a) Carrying out Musrenbangdes in all villages in the Kurau District, Tanah Laut Regency.

To create an independent and sovereign village, it is necessary to have a planning system that is directed following the needs and dynamics of the village community as well as involving the participation of all elements of the village community. Because community participation in government and village development is very necessary. Because government and village development

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that does not involve community participation will certainly not be able to realize adequate village government capacity and village development that is unresponsive and unsustainable.

Therefore, the implementation of MUSRENBANGDES (Village Development Planning Conference) which is an annual routine agenda must be carried out as well as possible so that all the aspirations and needs of the village community can be accommodated and a priority scale made and then fought for at the MUSRENBANGCAM forum level at the District level. Kurau was championed by all Village Heads, the SKPD forum, and the MUSRENBANGKAB forum at the Tanah Laut Regency level by the Kurau District Government under the direct coordination and direction of the Kurau District Head. In general, the priorities for development facilities and infrastructure contained in the MUSRENBANGDES and MUSRENBANGCAM data for Kurau District, Tanah Laut Regency can mostly be implemented by the Tanah Laut Regency Government.

b) Optimizing the use of village funds

The aim of distributing Village Funds is as a form of the state's commitment to protecting and empowering villages so that they become strong, advanced, independent, and democratic. With village funds, villages can carry out village development and empowerment toward a just, prosperous, and prosperous society.

Village funds are prioritized for financing the implementation of local village-scale programs and activities to improve the welfare of village communities and the quality of life of the community as well as alleviating poverty. The priority of village funds allocated to finance the field of community empowerment is based on the condition and potential of the village, in line with achieving the RPJMDes and RKPDes targets each year. Based on the data and information obtained, the allocation of Village Funds in Kurau District, Tanah Laut Regency is prioritized for the following matters:

- Fulfillment of basic needs, including:
 - ✓ Development of Village health posts and Polindes;
 - ✓ Posyandu management and development; And
 - ✓ Development and management of Early Childhood Education (PAUD).
- Development of village facilities and infrastructure, including:
 - ✓ Construction maintenance and improvement of village road facilities and infrastructure;
 - ✓ Construction and tenancy and improvement of facilities and infrastructure for farming roads (JUT);
 - ✓ Development and maintenance of environmental sanitation;
 - ✓ Village-scale clean water development and management, including drilled wells.
- c) Development of local economic potential to increase the capacity of village communities in developing entrepreneurship, increasing income, and expanding the economic scale of village communities, through the formation of Village-Owned Enterprises (BUMDes). Based on the data and information obtained, efforts to form Village-Owned Enterprises (BUMDes) in Kurau District, Tanah Laut Regency are still in the formation stage and have not yet provided optimal results. Apart from capital constraints, this is also due to the lack of breakthrough types of business that can compete with business units owned by individuals and private parties. Specifically in Kali Besar Village, there is a net processing unit that still needs to be further improved in the quantity and quality of processing, for example with more attractive and hygienic packaging so that marketing can reach a wider market, for example, supermarkets, minimarkets, etc.
- d) Business expansion agriculture agricultural intensification and extensification in Kurau District, Tanah Laut Regency are:
 - ✓ The Rice Field Printing Program is a collaboration between the South Kalimantan Provincial Government and the Tanah Laut Regency Government;
 - ✓ Subsidized fertilizer distribution program;
 - ✓ Optimizing local rice seeds (Unus Mayang);
 - ✓ Construction of embankments for agriculture in the Kurau Village area which will be implemented in 2024; And
 - ✓ Providing agricultural field agricultural extension workers (PPL) in each village.

2) Social Sector

99% of the residents of Kurau District, Tanah Laut Regency are Muslim and are a religious community. This is of course social capital in the implementation of development in general and village development in particular. Regarding efforts to realize village independence in the social sector, the Kurau District Government of Tanah Laut Regency is under the leadership of the Kurau District Head strive the implementation of every religious activity well and smoothly, such as routine recitations carried out by *majlis ta'lim* assemblies in Kurau District, recitations carried out by mosques, and prayer rooms in each village in Kurau District.

The dimensions of social capital in Kurau District are more towards building social solidarity, reviving the habit of cooperation in the village, the existence of open public spaces for residents who are not paid, the availability of sports facilities or fields, and there are sports activity groups led by Karang Taruna in village level.

Furthermore, continuous efforts are made to foster a high sense of tolerance towards differences that occur in the villages. The community structure in Kurau District is quite diverse because generally, the majority of residents come from "upstream" areas (Banua Anam: Tapin Regency; HSS Regency; HST Regency; HSU Regency; Balangan Regency; and Tabalong). Community

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members communicate daily using the same language, and a high sense of kinship is created, because they come from the same ancestor, namely "Urang Hulu Sungai".

To create a sense of security for the population in Kurau District, several activities have been carried out on an ongoing basis, such as building maintenance of Poskamling-Poskamling in the environment in each village with the Siskamling pattern, so that the crime rate can be minimized and almost does not occur in the villages if a conflict occurs in the village; then efforts will be made to resolve it through consensus and family deliberation facilitated by: (1) Village Head; (2) Community Figures; and (3) Kurau Subdistrict Head.

3) Field of Culture

The Kurau District Government and Village Government as well as community members in Kurau District, Tanah Laut Regency continue to maintain and preserve collective village values and local village wisdom as well as national culture that is still alive in villages such as deliberation for consensus and cooperation as well as the values of Indonesian society such as life, harmonious, diligent, persistent, disciplined, hardworking, never gives up and does not give up easily, is simple, and has strong endurance. This reflects the collectivity of the community in the village which is based on forms and patterns of communalism, local wisdom, social self-reliance, appropriate technology, environmental sustainability, and local resilience and sovereignty which is the embodiment of a religious society.

Factors that Influence the Leadership of the Head of Kurau District, Tanah Laut Regency in Efforts to Build Village Independence

Several factors influence the leadership of the Head of Kurau District, Tanah Laut Regency in efforts to build village independence in the economic, social, and cultural fields. Some factors support or support the leadership of the sub-district head and conversely, some factors hinder the progress of the sub-district leadership process.

Based on the results of this research, several factors can be identified that can influence the leadership of the Head of Kurau District, Tanah Laut Regency in efforts to realize village independence in the economic, social, and cultural fields. These factors are:

a) Internal factors

This is a factor that originates from within the government organization of Kurau District, Tanah Laut Regency. The internal factors that influence the leadership of the sub-district head in efforts to realize village independence in the economic, social, and cultural fields are:

1) Personal ability factor

What stands out is intelligence. Generally, leaders will have a higher level of intelligence than those they lead. Apart from that there are other characteristics such as intelligence and motivation.

The definition of personal ability is a combination of potential since a leader was born into the world as a human and the educational factors he received. If someone is born with basic leadership abilities, he will be better if he gets educational treatment from the environment, otherwise, he will just be an ordinary and standard leader. On the other hand, if humans are not born with leadership potential but receive educational treatment from their environment, they will become leaders with standard abilities as well. Thus, innate potential and educational treatment of the environment are two things that are inseparable and determine the greatness of a leader.

2) Education and experience

As a Bachelor's graduate, the Head of Kurau District, Tanah Laut Regency has a basic formal education which can include the fields of public administration, development, or related scientific disciplines. Bachelor's education provides a strong theoretical foundation, enabling the Head of Kurau District of Tanah Laut Regency to understand the principles of management, strategic planning, and public policy. This provides the necessary knowledge to design and implement village programs.

Apart from that, field experience is crucial for a Kurau sub-district head, Tanah Laut Regency. A graduate who has theoretical understanding, coupled with experience in previous positions, and practical experience in the field allows the Head of Kurau District, Tanah Laut Regency to be able to practice it in real contexts in villages. This is certainly very helpful for the Head of Kurau District, Tanah Laut Regency in understanding the dynamics of the local community, interacting with various stakeholders and designing solutions that suit the special needs of the community and village government.

Thus, the combination of formal educational background as a graduate and position experience as well as field experience will strengthen the ability of the Head of Kurau District, Tanah Laut Regency to lead and build village independence holistically in the economic, social and cultural fields.

3) Ability to communicate internally and externally

In the context of the leadership of the Head of Kurau District, Tanah Laut Regency, which is more directed towards a democratic situational model with a "fatherly" style, internal and external communication skills are key factors in efforts to build village independence.

a. Internal Communications

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(a) Relatives and Familiars

The "fatherly" style of the Head of Kurau District, Tanah Laut Regency can create a work environment that is intimate and full of family internally. Good communication skills strengthen relationships between the sub-district head, staff, and subordinates, motivating active involvement in the village development process.

(b) Joint Initiative

The Head of Kurau District, Tanah Laut Regency, as the initiator of internal communication, encourages active participation from all parties, ensures that joint ideas and solutions are developed, and creates a sense of ownership of village development goals.

b. External Communications

(a) Community Involvement

The presence of the Head of Kurau District, Tanah Laut Regency in the community strengthens relations with village residents. The ability to communicate effectively allows the sub-district head to listen to the aspirations and needs of the community, as well as explain village development policies and programs clearly.

(b) Relationships with Stakeholders

The Head of Kurau District, Tanah Laut Regency, can establish good relationships with external stakeholders such as government institutions, community organizations, and the private sector. This ability to communicate with various parties can support collaboration and support village development projects.

With a "fatherly" style that creates a friendly atmosphere and initiative in communication, the Head of Kurau District, Tanah Laut Regency can build solid relationships, and motivation to actively participate, and strengthen village independence through effective coordination.

4) Ability of subordinates

The ability factor of subordinates plays an important role in efforts to build village independence. The following are several factors that influence the leadership of the Head of Kurau District, Tanah Laut Regency regarding the abilities of subordinates:

a. Active Participation

The Head of Kurau District, Tanah Laut Regency can create a friendly and democratic work environment by encouraging active participation from subordinates. The ability of subordinates to contribute optimally is very important in designing and carrying out village development programs.

b. Involvement in Decision Making

The democratic leadership model emphasizes the involvement of subordinates in the decision-making process. The ability of subordinates to provide input and their views enriches the policies and strategies implemented.

c. Communication Ability

Subordinates who have good communication skills can be more effective in conveying ideas, input, and problems faced at the village level. This supports the coordination and implementation process of development programs.

d. Adaptability and Creativity

Village independence often requires innovative and adaptive solutions. The ability of subordinates to adapt to environmental changes and generate creative ideas can strengthen the effectiveness of development programs.

e. Kinship Relations

The "fatherly" presence of the Kurau sub-district head of Tanah Laut Regency can create a close kinship relationship between the sub-district head and his subordinates. This factor can increase trust, collaboration, and involvement of subordinates in efforts to advance the village.

By paying attention to and strengthening the abilities of his subordinates, the Head of Kurau District, Tanah Laut Regency can ensure that his team has optimal capacity to achieve the goal of village independence more effectively and efficiently.

b) External Factors

1) Socioeconomic structure of society

The socio-economic structure of the community in Kurau District is a community that comes from "upstream of the river" (*banua anam*), namely from Rantau, Kandangan, Amuntai, Barabai, Tanjung, Balangan, and other areas. In general, they have different characters, styles, attitudes, speech, etc. For this reason, special treatment is required and cannot be considered the same. This is certainly a challenge for the Kurau District Government, especially the Kurau District Head, in carrying out relations and interactions with community members.

The majority of residents in the Kurau District work as farmers, and this certainly has an impact on the leadership style and model of the Kurau District Head in running the Kurau District Government. In general, it can be said that the people in Kurau District are generally still less responsive to the existing situation and conditions. This requires active government leadership and a "fatherly" atmosphere at all levels, both at the village level and at the sub-district level. Apart from that, a distinctive charismatic and paternalistic style is also needed by the people in Kurau District, Tanah Laut Regency.

2) Situational and condition factors

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Situational and condition factors are also influential in the leadership of the Kurau sub-district head. For example, the atmosphere of the rice harvest season will influence the attitudes, behavior, and actions of community members. Because of the mood and feelings of the community members who are happy to welcome an abundant harvest. On the other hand, the situation and conditions of natural disasters such as floods and the recent COVID-19 pandemic, of course, have had a big influence on the leadership Head of the Kurau Subdistrict in running the Kurau District Government.

3) The main types of work in society

The majority of people in Kurau District work as farmers. Generally, farmers are people who are humble and religious. This is also reflected in the community in Kurau District. On the one hand, this situation can have a positive impact on the sub-district head's leadership, but on the other hand, it can also have a negative impact. For this reason, it is necessary to have an appropriate leadership style and model from a sub-district head. Therefore, the leadership style and model of "democratic, charismatic, paternalistic" is the right choice for the people of Kurau District.

4) Quality of human resources for village heads and village government officials

In general, the quality of human resources for village heads and village government officials in the Kurau District area is quite good and as time goes by, the quality is increasing. This is due to the increasing level of education of village heads and village government officials, as well as the increasing number of trainings, administrative and technical guidance, seminars and workshops, mock studies, etc. carried out by the District Government. Tanah Laut, South Kalimantan Provincial Government, ministries and institutions, as well as other parties.

5) The education level of community members

The education level of residents in Kurau District has increased over time. Apart from being supported by the increasing welfare of community members, this is also supported by the geographical location of Kurau District which is close to urban centers, namely: Pelaihari City (capital of Tanah Laut Regency), Martapura City (capital of Banjar Regency), Banjarbaru City (capital of South Kalimantan Province) and the City of Banjarmasin, which provides many educational places at all levels from primary education up to college height.

Apart from that, there are an increasing number of educational scholarship programs from the government, such as KIP, scholarship programs from the Tanah Laut Regency Government, scholarships from the South Kalimantan Provincial Government, and scholarships from the private sector.

6) Government policies and programs

Policies and programs of the central government, provincial government, and government agencies also influence the leadership of the sub-district head. Government policies and programs that are appropriate and can be implemented well will have a direct and indirect impact on the leadership style and model of the Kurau District Head in running the Kurau District Government, Tanah Laut Regency.

7) Some laws and regulations weaken the leadership role of the sub-district head.

According to Law Number 23 of 2014 concerning Regional Government, the sub-district head is no longer superior to the village heads, and conversely, the village head is also not subordinate to the sub-district head. The sub-district head is a working partner of the village head, where the relationship between the sub-district head and the village head is coordinative. The sub-district head's relationship with vertical agencies and sub-districts is coordinative and facilitative. This is what causes normative obstacles to the authority exercised by the sub-district head. In fact, according to Law Number 23 of 2014 concerning Regional Government, the sub-district head is the coordinator in his sub-district area. However, in practice, in certain cases sometimes coordination is still difficult.

CONCLUSION

The sub-district head's leadership in building village independence in Kurau District, Tanah Laut Regency in the economic sector, there are several steps and strategies implemented, namely: implementing Musrenbangdes, optimizing the use of village funds, developing local economic potential, and expansion of agricultural efforts through intensification and extensification. The factors that influence the leadership of the Kurau District Head of Tanah Laut Regency in efforts to build village independence are Internal Factors, which include personal abilities, education and experience, the ability to communicate internally and externally, and the abilities of subordinates. External factors include, among others, the socio-economic structure of the community, situational factors, and conditions, the type of main job of the community, the quality of human resources of village heads and village government officials, the level of education of community members, government policies and programs and the existence of laws and regulations that weaken the leadership role of the sub-district head.

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