



Study of Leadership Style of Heads of regional Apparatus in Building Organizational Performance Programs Sustainable Environment Based

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Abstrak

Dalam membantu melaksanakan urusan-urusan yang bersifat bersamaan dan urusan pemerintahan daerah, Kepala Daerah Kabupaten/Kota dibantu oleh pejabat-pejabat daerah. Secara yuridis, eksistensi aparat daerah kabupaten/kota dalam Undang-Undang Nomor 23 Tahun 2014 terdiri dari (1) Sekretariat Daerah, (2) Sekretariat DPRD, (3) Inspektorat, (4) Dinas Daerah, (5) Badan Daerah, dan (6) Kecamatan. Terkait aparat daerah, hal ini juga diperkuat oleh Peraturan Pemerintah (PP) Nomor 18 Tahun 2016 tentang Aparatur Daerah. Dari organisasi aparat daerah ini, seorang kepala memimpin organisasi tersebut. Gaya kepemimpinan kepala aparat daerah merupakan faktor utama dalam mencapai sistem pemerintahan daerah yang lebih baik. Pemimpin menentukan bagaimana suatu organisasi, yaitu pemerintahan daerah, dijalankan. Gaya kepemimpinan kepala aparat daerah memberikan tingkat dukungan yang tinggi dan berinteraksi lebih banyak dengan bawahan/anggota staf organisasi, lebih banyak berdiskusi, memberikan motivasi bimbingan, dan memberikan nasihat untuk mencapai tujuan program kinerja organisasi yang berbasis lingkungan yang berkelanjutan. Kami juga tetap berkomitmen/mengacu dan dipandu oleh RPJMD, Rencana Strategis, Peraturan Daerah, APBD, dan APBN. Kami tidak melanggar hukum dalam membuat program kinerja organisasi berdasarkan lingkungan yang berkelanjutan. Selain itu, model/gaya kepemimpinan yang diusulkan lebih ideal dan rasional sesuai harapan dan keinginan pemangku kepentingan, sehingga model gaya kepemimpinan kolaboratif adalah yang paling sesuai dengan situasi dan kondisi kepala aparat daerah di DKI Jakarta, yaitu gaya kepemimpinan kolaboratif, partisipatif, konsultatif, dan transformasional.

Kata Kunci: Gaya Kepemimpinan, Perangkat Daerah, Kinerja Organisasi, Lingkungan Berkelanjutan.

Abstract

In helping to carry out concurrent affairs and regional government affairs, the Regency/City Regional Head is assisted by regional officials. Juridically, the existence of district/city regional apparatus in Law Number 23 of 2014 consists of (1) Regional Secretariat, (2) DPRD Secretariat, (3) Inspectorate, (4) Regional Regional Services, (5) Regional Agency, And (6)

District. Regarding regional apparatus, this is also strengthened by Government Regulation (PP) Number 18 of 2016 concerning Regional Apparatus. From these regional apparatus organizations, a head leads the organization. The leadership of heads of regional apparatus organizations is the main factor in achieving a better regional government system. Leaders determine how an organization, namely regional government, is run. The leadership style of heads of regional apparatus provides high levels of support and interacts more with subordinates/staff members of the organization, consults more, provides guidance motivation, and provides advice to achieve the goals of running the organization's performance program. Based on a sustainable environment. We also remain committed to/refer to and are guided by the RPJMD, Strategic Plan, Regional Regulations, APBD, and APBN. We do not violate the law in creating organizational performance programs based on a sustainable environment. Apart from that, the proposed leadership model/style is more ideal and rational by the hopes and desires of stakeholders, so the collaborative leadership style model is the one that best suits the situation and conditions of heads of regional apparatus in DKI Jakarta, namely collaborative, participatory leadership style, consultative leadership style, and transformational leadership style.

Keywords: Leadership Style, Regional Apparatus, Organizational Performance, Sustainable Environment.

Introduction

The role of local government has a very strategic position in community life. This is because the role of regional government is to become a service center for the various needs of the regional community itself. Services provided by local governments influence the quality of life of the community, and the results achieved by providing these services indicate the level of civilization of the community. Sociologically, society continues to develop with various demands on its life, as does local government. This then has implications for the complexity of services that must be provided by regional governments to their communities (Koswara, 2010).

The increasing complexity of services has further implications for demands for increased performance and accountability of regional government performance. For this reason, regional government governance, both at the provincial district, and city levels, is entering a new era in line with the issuance of Law Number 23 of 2014 concerning Regional Government as a

replacement for Law Number 32 of 2004 concerning Regional Government which is no longer by developments in the situation, state administration, and the demands of regional government administration.

In Law Number 23 of 2014, it is hoped that regional governments will carry out efficiency and effectiveness in regional government administration. In addition, it needs to be improved by paying more attention to aspects of relations between government structures and between regional governments, regional potential and diversity, opportunities and challenges of global competition by giving the broadest possible authority to regions accompanied by giving rights and obligations to carry out regional autonomy in a unified system administration of state government. According to Law Number 23 of 2014, in the context of administering regional government by the mandate of the 1945 Constitution of the Republic of Indonesia, regional governments, which regulate and manage government affairs themselves according to the principles of

autonomy and assistance duties, are directed to accelerate the realization of community welfare through increasing, service, empowerment, and community participation, as well as increasing regional competitiveness by paying attention to the principles of democracy, equality, justice, privileges and specialties of a region in the system of the Unitary State of the Republic of Indonesia.

The granting of broad autonomy to regions is directed at accelerating the realization of community welfare through improving services, empowerment, and community participation. Apart from that, through broad autonomy, regions are expected to increase their competitiveness by paying attention to the principles of democracy, equality, justice, privileges, specialties, regional potential, and diversity. In this regional government, there are regional apparatus organizations.

In helping to carry out concurrent affairs and regional government affairs, the Regency/City Regional Head is assisted by regional officials. Juridically, the existence of district/city regional apparatus in Law Number 23 of 2014 consists of (1) Regional Secretariat, (2) DPRD Secretariat, (3) Inspectorate, (4) Regional Regional Services, (5) Regional Agency, And (6) District. Regarding regional apparatus, this is also strengthened by Government Regulation (PP) Number 18 of 2016 concerning Regional Apparatus. From these regional apparatus organizations, a head leads the organization.

The leadership of heads of regional apparatus organizations is the main factor in achieving a better regional government system. Leaders determine how an organization, namely regional government, is run. The current leader is an example of how the next leader will run the government. If the government is run corruptly, then this will be repeated in the next government. Ultimately, a culture of

government and bureaucracy far from democratic values will develop (Rahmi, 2015). According to Febriantin (2016), leaders have a role. Leaders have the primary function related to the task of solving problems.

Leadership style describes behavioral patterns that influence how subordinates carry out work. Research by Marwiyah et al (2022) confirms an influence between leadership style and motivation as a cause-and-effect reaction. Certain leadership styles invite motivation from subordinates. As a result, organizational and institutional goals can be achieved better. Research on types of leadership can be found in various previous studies. Research by Sinaga et al (2021) examines the transformational leadership style. This study discusses the concept of transformational leadership, which is influenced by several factors, namely the style of a leader, the characteristics of a leader, the characteristics of a leader who has a complete and independent leadership spirit, the principles of a leader which will become a reference and guide for his subordinates and the components of a leader who includes several factors as well.

This study produces the characteristics and characteristics of transformational leadership, as well as the principles and components of transformational leadership (Sinaga & Lubis, 2021). One of the characteristics of a transformational leadership style is that it can increase the motivation of subordinates, its leadership style becomes a guide for anyone who replaces someone in government, has an openness to information, and is willing to discuss with its subordinates even ask for opinions, it is synonymous with achievement and reputation, and it has several innovative ideas.

Research by Kurniawan (2022) describes transformational leaders with

characteristics like Sinaga et al. (2021). Some essential characteristics include idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. This is in line with the conceptualization of leadership introduced by Bass. In essence, a leader is an individual figure exercising power and authority over an organization. Bernard Bass (2006), there are three basic ways to become a leader, several personality traits that naturally allow someone to achieve a leadership role (trait theory). A crisis or important event causes someone to appear to face it, displaying extraordinary leadership qualities in someone (Teske & Schneider, 2016).

Also, heads of regional organizations must implement a leadership style that cares about a sustainable environment. Nowadays, the population growth rate and increasing human needs cause the environment to be sacrificed to meet human needs. There is a reciprocal relationship between humans and their environment. The environment influences human life and vice versa, humans are influenced by their environment.

Humans exist in their environment and cannot be separated from it (Venkatramanan et al., 2020). Thus, the environment becomes integral to human life to fulfill their living needs. The development of science and technology and the rapid growth of industry at this time also have their influence, both in terms of positive and negative impacts. The positive impact is an increase in quality and a better quality of life. However, the negative impacts of this technological development, such as environmental degradation due to over-exploitation, need to be more careful to avoid further damage to the existing environmental order, both the living environment and the social environment. During its development, the environmental and social environment

must always be considered to avoid various types of disasters.

For this reason, it requires responsibility from all elements of society to maintain the environmental order and social environment. A better perspective will be created when looking at the environment, such as regional apparatus organizations. One awareness of the importance of protecting the living environment, including the social environment, is ensuring sustainability. Creating a sustainable environment is primarily based on an ecological emphasis, where every ecological component must stay caught up, starting from the smallest. An ecological emphasis will be an essential component for environmental sustainability, not only because of its potential to reduce the impact of environmental damage but also because of its potential to introduce new concepts about the relationship between humans and nature.

For this reason, in this research, the researcher intends to study the leadership style of heads of regional apparatuses in building organizational performance programs based on a sustainable environment. Researchers conducted a study in one of the regional apparatuses in DKI Jakarta.

Method

The population of this research is within the DKI Jakarta Government. The samples drawn using purposive sampling were for each research object. Based on the source of data obtained, the data types in this research are divided into primary and secondary data. Primary data is data obtained directly in the field in the following way: (1). Interview: Interviews were conducted directly with respondents (Regional et al. (SKPD), Council and community figures, Subdistrict Heads, Village Heads, Non-Governmental

Organizations (NGOs) and Journalists) in depth (in-depth interviews) about the research phenomena being studied. (2). The questionnaire, namely distributing questionnaires to respondents directly to determine the level or weight of implementing the leadership style of heads of regional apparatus in building organizational performance programs based on a sustainable environment.

In order to complement primary data, researchers also explored secondary data, which is relevant information obtained by (1). Study of documents and literature, namely collecting available data in reports or other documented forms relevant to the phenomenon being studied; (2). Evaluation Results Study, namely an evaluation study of various regional government policy products regarding the process and implementation of various policies that have been decided (Neuman, 2017).

Based on this analysis, a leadership style model for heads of regional apparatus in building organizational performance programs can be developed in the future sustainable environment-based that can become the best alternative for heads of regional apparatus in using their leadership style.

Results and Discussion

The implementation of a leadership style in an organization is a person's behavior and his trust in his subordinates so that these two things become guidelines, behavior that must be implemented by a leader to control the performance of his employees or subordinates (Mango, 2018). So the researcher will analyze and implement it as an example of a good leader to be successful and also succeed in creating a leader who is able to influence his subordinates.

There are several definitions of leadership expressed by several human resources experts, including Horner (2003), stated that leadership is individual behavior in directing group activities to achieve common goals. Leadership can be viewed as interpersonal influence exercised in a particular situation, and directed through the communication process towards achieving one or several specific goals. Then Stogdill (1974), defined leadership as the initial formation and maintenance of structure in expectations and interactions.

Furthermore, leadership is an increase in influence little by little and is above mechanical compliance with routine organizational directives (Katz & Kahn, 1978). Then Rauch and Behling (1984), defined that leadership is the process of influencing the activities of an organized group towards achieving goals. Dwivedi (1998), defines leadership as a process of influencing other people to mobilize and direct their efforts towards certain goals and strive to achieve these goals.

Meanwhile, according to Koontz and O'Donnell (1986), leadership is influencing other people to participate in achieving general goals. Gal & Mangelsdorff (1991) define leadership as a process of giving meaning (meaningful direction) to collective efforts and which results in a willingness to make the desired effort to achieve goals. Gibson et al (1997), define leadership as the ability to influence group behavior without coercion. The ability to influence in this case is related to satisfying the needs of subordinates. According to Stoner et al (2007), managerial leadership is defined as the process of directing and influencing activities related to tasks and group members. If these definitions are studied further, there are several differences and similarities in emphasis, some emphasize a person's ability to direct other people, others emphasize the ability

to influence other people to achieve goals in certain situations.

The implication of all these definitions is that a leader must have greater ability to direct and influence other people in achieving goals. Stoner et al (2007), in detail states the implications of his definition as follows Leadership involves people others (employees or followers). By their willingness to accept direction from the leader and make the leadership process possible, without the person being led, all the qualities of leadership and a manager become irrelevant.

Leadership involves an unequal distribution of power between the leader and group members. Group members are not without power, they can and do shape group activities in various ways. However, leaders usually have more power. Leadership involves other people (employees or followers) . Leadership is the ability to use various forms of power to influence the behavior of followers in various ways. That means, one A leader must not only be able to order his subordinates to do something, but also be able to influence them to follow his instructions and instructions.

Leadership combines the first three aspects and recognizes that leadership is about values. If the definition of leadership proposed by Tannenbaum (1961) is studied further, what is interesting is the process of interaction and mutual influence between individuals. This means that leadership activities will run well if there is a reciprocal relationship through a clear communication process. This understanding led to social exchange theory which later developed into an approach in studying the interaction of leaders with their subordinates or followers. Although the definition of leadership has various formulations with various differences, in essence there are

several main factors that drive the leadership process, namely the existence of a leader, subordinates, goals to be achieved, and certain situations. Goetsch and Devis (1997) argue that there are three factors that influence organizations in implementing their activities in accordance with plans, namely leadership, facilities and management commitment. Leadership is an effort to use a type of influence rather than coercion so that people are motivated to achieve certain goals. From the definition above, it can be seen that the relationships carried out by leaders are leadership efforts and the communication process in these activities is important (C. B. Gibson & Marcoulides, 1995)

There is leadership reflected in the interactions that occur which then give rise to followers. According to the old view, leadership is a trait that is innate. There are several important traits for leaders that apply universally. The characteristics of a successful leader include being sociable, disciplined, working hard, then a view emerges that is based on:

The relationship between leader behavior and subordinate performance and subordinate satisfaction. Maintenance function that influences member behavior towards the development and strength of the work unit organization. Non-functional and dysfunctional are activities that do not help the group and even endanger the organization.

The definition of leader is often equated with leader, even though leader and leader have differences, namely the word to influence is a keyword that is always synonymous with the role of leader. while the word to actuate is usually related to the role of leader (manager). This is reinforced by the statement of Mangunhardjono (1976) who stated the following: A leader is also called a leader, the root of the word " to lead " which contains several interconnected meanings,

namely moving early, walking in front, taking the first step, doing first, pioneering, directing the thoughts, opinions, actions of others, guiding, directing, moving others through their influence.

In organizational life, it is inevitable that there are two roles, on the one hand as a leader and on the other hand as a subordinate. In this case the leader plays a very important role in achieving organizational goals, but the existence of subordinates cannot be ignored. Without the participation of subordinates, the organization will encounter difficulties in achieving its goals. Success or failure in achieving organizational goals depends on the leader's ability to influence subordinates in inviting and convincing them, so that these subordinates participate in what has been recommended with enthusiasm. Therefore, leaders should be able to persuade, command, influence and encourage their subordinates in order to achieve organizational goals. In a company or organization, if subordinates are not motivated to work, high absenteeism, low morale and dissatisfaction indicate that the leader cannot motivate subordinates because his style is not appropriate to the environment. In order to carry out their duties, leaders must be able to show ways/styles so that subordinates can work well.

Therefore, if a leader wants to more easily influence subordinates' task-related activities, they must understand that the will and abilities of subordinates are often different. As stated by Nemanich (2007), there are four variations in the willingness and ability of subordinates, namely:

1. There are subordinates who are unwilling and unable.
2. There are subordinates who are unwilling but unable.
3. There are subordinates who don't want to even though they are able.

4. There are subordinates who are willing and able.

However, according to Hersey & Blanchard (1995) there is no one best style that can influence employee behavior effectively. So leadership style is closely related to the level of maturity (maturity) of the subordinates who will be led. One of the economists who paid attention to organizations was Taylor (1994). Taylor's thinking emphasizes how to create decent wages for subordinates by considering subordinates as means of production, so that subordinates must pursue the amount of production that has been determined and subordinates are paid according to the amount of production produced. According to Taylor, people will be quite satisfied with the results of their work, humans work like machines, therefore subordinates do not need to interact with each other. Taylor considers it unnecessary to pay attention to subordinate motivation factors.

In the study of leadership in organizations, there is a theory of leadership according to trait theory . The approach according to this theory is seen as a combination of individual traits or characteristics that appear in a leader. It is based on the assumption that there can be found a limited number of individuals of effective leadership. These characteristics include intellectual, emotional, physical, self-confidence, speech control and so on. According to Keith Davis (1986), there are four main characteristics that influence leadership success in an organization, namely: intelligence, maturity and breadth of social relationships, self-motivation and drive for achievement as well as human relations attitudes. According to Bass (2006), the most researched leader traits are as shown in table 1 below :

Table 1.
Traits Associated with Leadership Effectiveness

Intelligence	Personality	Ability
Consideration	Adaptability	Ability to obtain Cooperation
Firmness	Vigilance	Cooperation
Knowledge	Creativity	Popularity and Prestige
Speaking Fluency	Personal Integrity	Bergau Ability
	Self-confident	Social Participation
	Emotional Balance and Control	Wise and Diplomatic
	Independent	

Even though the traits stated normatively are the ideal traits desired in a leader, in reality no leader has all the ideal traits perfectly. This can be seen especially in the differences in the leadership traits possessed by each person. Some leadership styles according to behavioral theory are Theory X and Y from McGregor (1960). This theory states that a person's leadership is influenced by the leader's assumptions about basic human nature, these assumptions are divided into two. Theory X Assumptions are as follows:

The average human being is lazy and doesn't like things work and tend to avoid it. In order for people to want to carry out their duties, people must forced, supervised, directed and threatened with punishment.

In general, humans prefer to be directed, want to avoid things responsibility, has relatively little ambition and want security in life above all else. Meanwhile, Theory Y assumptions are as follows:

1. Working is human nature, just like playing and Rest.
2. Surveillance and threats of punishment are not the only ones way to achieve organizational goals, people will

exercise self-control and self-direction to achieve agreed goals.

3. Attachment to goals is a function of the rewards associated with their achievements.
4. The average human being is in decent condition, learning is not just to accept but also be responsible.
5. reat potential for imagination, ingenuity and creativity in solving organizational problems that are widely spread among all employees.
6. The intellectual potential of the average human being is only partially utilized in the conditions of modern industrial life.

McGregor said that a leader who adheres to Theory X assumptions will prefer an autocratic leadership style. Because leaders who have an autocratic style assume that the leader's power comes from the position they have and The people he leads are lazy and lack self-confidence. In contrast, leaders who follow Theory Y assumptions will prefer a democratic leadership style. Because there is an assumption that the power of a leader comes from the group being led and the people being led can basically direct themselves and be creative in the workplace if they are motivated appropriately.

Hersey & Blanchard (1995) (Nasarudin, 2014)also explain that situational leadership does not only propose a style leadership has the highest probability of effectiveness for various levels of maturity, but also shows the possibility of success from other styles if the leader cannot apply the most appropriate style .

Talking about leadership style, we are actually talking about how leaders carry out their leadership duties, for example what style is used in planning, formulating and conveying orders to those being governed. Leadership style greatly influences the beliefs he adheres to

regarding power and authority, what attitude it takes towards human rights and dignity.

Basically, leadership style has a lot of influence on the success of a leader in influencing the behavior of his followers. The term style is basically the same as the method used by a leader in the process of influencing his followers. Leadership style is a method or norm of behavior used by a person when that person tries to influence the behavior of others as observed. In this context, efforts to align perceptions among the people whose behavior will be influenced become very important in their position.

In terms of leadership style, heads of regional apparatus have maturity in their field of work and in carrying out their functions as heads of regional apparatus they are always precise and careful in carrying out their main tasks and functions. in formulating and implementing organizational performance program based on sustainable environment. So that in carrying out his function as head of regional apparatus, he is always able to position himself as an example and role model to his subordinates. Therefore, leadership style does not solely depend on character and personality, but there is a tendency for individual heads of regional apparatus to use different leadership styles in dealing with subordinates of varying levels of maturity, to give the impression that the head of regional apparatus is able to provide positive effects for subordinates, including in instructions to formulate organizational performance programs based on sustainable environment.

A leader's ability to understand and deepen the abilities and maturity of his subordinates greatly influences the style he chooses in leading, and in turn will influence the achievement of the desired goals , in this case formulating an

organizational performance program. based on sustainable environment. Every government bureaucracy definitely has its own main tasks and functions which differentiate it from other bureaucracies. As a leader, never directly interfere with the tasks and functions of his subordinates, but always supervise and follow the wishes of his subordinates in accordance with his duties , avoid using coercion or pressure. Leaders give more freedom to followers to determine organizational goals. Because of this, leaders often act only as intermediaries with the outside world to present information to the group. One of the prerequisites for assessing whether the performance of a bureaucracy is good or not is the determination of the apparatus in carrying out its duties and responsibilities as a public servant.

From the results of observations in the field, it was found that officers carrying out their duties knew and understood the tasks and functions they were given, even if there was something they did not understand, it was only a technical problem. However, despite this, in its implementation there are still shortcomings that occur, one of the most frequently encountered deficiencies in the scope is that there are still several matters that must be resolved through bureaucratic channels.

One of the functions of leadership is an effort to provide motivation or encouragement so that people want to work/move sincerely and voluntarily to achieve goals as well as possible. In carrying out his duties and functions as head of regional apparatus must be able to understand the situation of their subordinates, what their hopes are and be able to encourage enthusiasm for work. So that the organizational performance program based on a sustainable environment can be planned well.

According to the Sutrisno et al (2010) there are three leadership styles :

1. Authoritarian Leadership Style, decisions or authority, most of which rests absolutely with the leadership. The decision-making process and policies are only determined by the leader himself and subordinates are not involved in providing suggestions, ideas and considerations in the decision making process.
2. Democratic Leadership Style, there is a clear division of power or authority that does not always rest with the leader, while the decision-making process is carried out by deliberation to reach consensus, policies are determined jointly and subordinates are involved in providing suggestions, ideas and considerations in the decision-making process, and creates responsibility for leaders.
3. Free Leadership Style (Laissez Faire), leadership is completely handed over to the people being led, therefore each person has their own abilities and desires, which will result in an atmosphere of togetherness not being created, activities not being in the same direction and confusing. Authority is unclear and responsibilities are confused, each member accuses each other and blames each other or throws them at each other if they ask for responsibility .

A leader in an organization is one of the determinants of the success of the organization concerned in achieving its goals, because it is related to the implementation of cultural values that apply to all members of the organization. Leaders and organizational culture become a unified whole that is interrelated and influential in determining the achievement of organizational goals. In practice, several types of leadership have developed from

these three leadership styles, including the following.

Autocratic Type, is a leader who has the criteria or characteristics (a) considers the organization as a personal owner; (b) identifying personal goals with organizational goals; (c) consider subordinates as mere tools; (d) do not want to accept criticism, suggestions and opinions; (e) too dependent on formal power; (f) in their mobilization actions they often use an approach that contains elements of coercion and is punitive in nature.

Militaristic Type, This type of leader is different from a militarism type leader or a leader in a military organization. A leader with a militaristic type is a leader who has the characteristics (a) in mobilizing subordinates using a command system that is more frequently used; (b) deep encourage subordinates to be happy depending on their rank and position; (c) likes excessive formality; (d) demanding high and rigid discipline from subordinates; (e) difficult to accept criticism from subordinates; (f) enjoy ceremonies for various circumstances.

Paternalistic Type, a leader who is classified as a paternalistic leader is someone who has the characteristics of (a) considering his subordinates as immature humans; (b) being overly protective; (c) rarely gives subordinates the opportunity to make decisions; (d) rarely gives subordinates the opportunity to take the initiative; (e) rarely provide opportunities for subordinates to develop their creativity and fantasy; (f) and often acts omniscient.

Charismatic type, until now experts have not succeeded in finding the reasons why a leader has charisma. It is generally known that such a leader has enormous appeal and, in general, has a very large number of followers, although these followers often cannot explain why they are followers of that leader. Due to a lack

of knowledge about the reasons why a person becomes a charismatic leader, it is often only said that such a leader is endowed with supernatural powers (supra natural powers). Wealth, age, health, profile cannot be used as criteria for charisma, for example; Gandhi was not a rich man, Iskandar Zulkarnain was not a physical man healthy, John F Kennedy was a leader who had charisma even though he was still young when he was elected President of the United States.

Democratic Type, Knowledge about leadership has proven that a democratic type of leader is the most appropriate for today's modern organizations. This happens because this type of leadership has the characteristics of (a) in the process of mobilizing subordinates it always starts from the opinion that humans are the noblest creatures in the world; (b) always try to synchronize the interests and goals of the organization with the personal interests and goals of his subordinates; (c) happy to receive suggestions, opinions and even criticism from his subordinates; (d) always try to prioritize cooperation and teamwork in efforts to achieve goals; (e) sincerely give his subordinates as much freedom as possible to make mistakes which are then corrected so that the subordinates no longer make the same mistakes, but are more courageous in making other mistakes; (f) always tries to make his subordinates more successful than him; (g) trying to develop his personal capacity as a leader. It is implicitly illustrated that becoming a democratic type of leader is not an easy thing, however, because such a leader is the most ideal, it would be good if all leaders tried to become a democratic leader.

As the results of observations in the field show that heads of regional apparatus are capable and know their respective duties with the existing leadership style. One of the leadership styles used in order

to improve organizational performance program development based on a sustainable environment, namely providing support and clear direction to each subordinate. So that all work instructions can be carried out properly and in accordance with the goals to be achieved. Heads of regional organizations who care about the environment are not only effective leaders but also agents of positive change in facing sustainability challenges. A leadership style that integrates environmental concerns can create an organization that is not only financially successful but also contributes to environmental preservation for future generations. Thus, leaders like these play an important role in shaping a sustainable future.

Conclusion

Based on the research results and supported by the analysis as described above, as well as paying attention to the research problems and problem formulation, the following conclusions can be drawn from the research results: The leadership style of heads of regional apparatus provides high levels of support and interacts more with subordinates/staff members. organization, and consult more, provide guidance, motivation, and provide advice in order to achieve the goals of running the organization's performance program based on sustainable environment. Apart from that, we also remain committed to/refer to and are guided by the RPJMD, Strategic Plan, Regional Regulations, APBD and APBN and do not violate the law in creating organizational performance programs based on sustainable environment . Apart from that, the proposed leadership model/style is more ideal and rational in accordance with the hopes and desires of stakeholders, so the collaborative leadership style model is the one that best

suits the situation and conditions of heads of regional apparatus in DKI Jakarta, namely collaborative participatory leadership style, consultative leadership style and transformational leadership style.

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