

# The Garibaldi Election Winning Model (Leadership Competence as a trust for winning the election in Indonesia president and Bandung mayor at 2014 election)

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**Abstract--** The election of president in Indonesia at 2014 was the big moment to ensure how democrat ion by performance happens can be proof. As far as we know, from the background condition in Indonesian before, at Indonesian, the entrusted condition to the government and the parliament was very not well. Jokowi as a candidate from PDI party, and Prabowo as candidate from Gerindra party, are the two strong candidates, who have been much closed being a president at Indonesian election in 2014. The competition of two candidates was very hard and hot with issue, black campaign, and very interesting for every people at Indonesian, and others country around Indonesia who concern and had important needs from the result. In another similar condition of the election, at a central city of west java in Indonesia, named Bandung city, there is mayor election of being a mayor of Bandung city. Ridwan kamil as one from five candidates from this election, is the popular and independent candidate, who has support from Gerindra as one of the big party at Indonesia. From these interested election result of phenomena, the researcher was very interest with this condition. The question that rises from that condition, what is the approach science from organizational behavior (business management) subject that will close to explain to this condition. The conclusion from these phenomena it hope can be applied at company as the organization. This qualitative research try to fit the human resources business management functions to analyses and take an right perception and conclusion from these phenomena.

**Keyword: Competence, Leadership, Performance, Trust, Communication**

## Introduction

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### Basic theory

Selection of the leader, is a stage where the leadership of a candidate in the reliability test. The general election to elect a leader, a test mass is crucial, whether a worthy candidate is selected or not. Track records of the candidates, it is definitely recorded and publicized en masse. This certainly is something that many people can form an opinion, with a diverse variety of possible perceptions. Variety of this perception could be a beneficial, or otherwise for the candidate to be elected to be the leader. Of these variables identified the core of the phenomenon, namely competence and leadership. Competence is a term that indicates promising potential high performance compared to the standard of other performance.

Competency is:

- Boyatzis (1982)”. Competency is a person’s generic knowledge, motive, trait, self image, social role or skill, which is essential in performing a job, but is not causally related to superior job performance.
- Woodruffe (1990), “a work related concept which refers to areas of work at which the person is competent”.
- Furnham (1990), competency is as a person related concept referring to a set of dimensions of behavior constituting one’s superior performance at work”.
- Spencer (1993) Competency is “... *an underlying characteristic of an individual that is causally related to criterion referenced effective and/or superior performance in a job or situation*”.
- Murphy (1993) competency is the ability to display understood to include action, decisions, and cognition.
- Burgoyne (1988), competency is the ability and willingness to perform a task
- Zwell (2000) Competency is “*Competencies can be defined as the enduring traits and characteristics that determine performance.*”

- Boulter (2004) competency is an underlying characteristic of a person which enables them to deliver superior performance in a given job, role or situation.
- Race (2005) competency is ability to do or perform or take responsibility.
- Gupta (2008) competencies are ability to perform in real life situation.
- Dessler (2015), competency is characteristic of human that can be observe and measurable that performance can be achieve

Competency is Mental and physic smart potential that belong to person, that if it use will achieve the superior performance from that position.

According to some experts on the definition of competencies described further if there are dimensions of competency in the form of:

- Traits are innate characteristic physical and mentality which is consistent with a variety of situations.
- Motives are direction, strength, and perseverance, the intent of the person who can make the size of about to the achievement of something.
- Self concept in the form of, cognitive and affective, attitudes, values and beliefs held life a person has about himself, and became self-identity.
- Knowledge is information of scientific information and non scientific belong to someone in a particular field.
- Skill is the ability to perform certain tasks, either mental or physical.

Leadership is:

- Yulk, Gary (2010): Leadership is the process of influencing others to understand and agree about what needs to be done and how to do it, and the process of facilitating individual

and collective efforts to accomplish shared objections.

- Lussier et al (2007): Leadership is the influencing process of leaders and followers to achieve organizational objectives through changes.
- House (1999): The ability of an individual to influence, motivate, and make others able to contribute for the sake of effectiveness and success of the organization.
- Hersey et al (1990): ...leadership is the process of the influencing the activities of an individual or group in effort toward goal achievement in a given situation.
- Gardner, J.W. (1990): Leadership is the process of persuasive or example by which an individual (or leadership team) induces a group to pursue objectives held by the leaders or shared by the leaders and his followers.
- Maxwell: leaderships is about influence the others, nothing more, nothing less.

4. Enable others to act
  - a. Foster collaboration by building trust and facilitating trust and facilitating relationships
  - b. Strengthen others by increasing self determination and developing competence
5. Encourage the heart
  - a. Recognize contribution by showing appreciation for individual excellence
  - b. Celebrate the values and victories by creating a spirit of community

Characteristic of admired leaders, from six continents; Africa, north America, south America, Asia, Europe, and Australia by Kouzes and Posner (2007)

1. Honest
2. Forward looking
3. Inspiring
4. Competent

Leadership is influence the others to achieve the goals.

Dimensions of Leaderships (Kouzes & Posner 2002)

1. Model the way
  - a. Clarify values by finding your voices and affirming shared ideals.
  - b. Set the examples by aligning actions with shared values.
2. Inspiring a vision
  - a. Envision the futures by imaging exciting and ennobling possibilities
  - b. Enlist others in a common vision by appealing to shared aspirations
3. Challenge the process
  - a. Search for opportunities by seizing the initiative and by looking outward for innovative ways to improve
  - b. Experiment and take risks by constantly generating small wins and learning from experience

Country	Honest	Forward looking	Inspiring	Competent
Australia	93	83	73	59
Canada	88	83	73	50
Japan	67	83	51	61
Korea	74	82	55	62
Malaysia	95	78	60	62
Mexico	85	82	71	62
New Zealand	86	86	71	68
Singapore	72	76	69	76
Sweden, Denmark	84	86	90	53
United states	89	71	69	68

Source: Kouzes & Posner 2002

In the meantime, according to Spencer (1993) there is a general leadership competency that can apply or broken down by level, function, or fields, namely competency the form:

Leadership Competency	Top Competency	Middle Competency	Supervisor Competency
1. Result Orientation.	1. Result (Achievement) Orientation.	1. Influence.	1. Technical Expertise.
2. Influence.	2. Relationship Building.	2. Result (Achievement) Orientation.	2. Developing Others.
3. Initiative.	3. Initiative.	3. Team Work.	3. Empowering Others.
4. Flexibility.	4. Influence.	4. Analytical Thinking.	4. Interpersonal Understanding.
5. Concern For Quality.	5. Strategic Thinking.	5. Initiative.	5. Service Orientation.
6. Technical Expertise.	6. Building Organizational Commitment.	6. Empowering Others.	6. Building Organizational Commitment.
7. Analytical Thinking.	7. Entrepreneurial Orientation.	7. Developing Others.	7. Concern For Order.
8. Conceptual Thinking.	8. Empowering Others.	8. Conceptual Thinking.	8. Influence.
9. Team Work.	9. Developing Others.	9. Relationship Building.	9. Flexibility.
10. Service Orientation.	10. Flexibility.	10. Service Orientation.	10. Relationship Building.
11. Interpersonal Awareness.		11. Interpersonal Awareness.	11. Result (Achievement) Orientation.
12. Relationship Building.		12. Cross Cultural Sensitivity.	12. Team Work.
13. Cross Cultural Sensitivity.		13. Technical Expertise.	13. Cross Cultural Sensitivity.
14. Strategic Thinking.			
15. Entrepreneurial Orientation.			
16. Building Organizational Commitment.			
17. Empowering Others.			
18. Developing Others.			

Sources: Spencer 1993

Trust (Robbins: 2008): is the expectation or positive hope that other people will not be through words, actions, and policies act opportunistic the dimensions of the trust is; integrity, competency, consistency, loyalty, openness. Trust is the main attribute that is associated with leadership and if trust faded, could seriously impact on the performance of the group. People do not want to follow someone they consider to be dishonest or utilize them. Confidence consists of three types in conjunction with the organization: trust-based prevention, knowledge-based trust, trust-based identification.

Performance is:

- Moeharino,(2012:96). Performance is the result of work that can be achieved by a person or group of people within an organization both quantitatively and qualitatively in accordance with the authority and assignment of responsibilities of each in an effort to seek legal, do not break the law and in accordance with moral and ethical.

- Bangun (2012:231). is the result of the work accomplished employees based on the requirements of the job.
- Mangkunegara(2008:670). is the result of the quality and quantity of work achieved an employee in performing their duties in accordance with the responsibilities given to him.

The performance of the work processes and work

Communication is:

- Robbins (2007) transfer and understanding of meaning.
- Wesson et all (2011) process by which information and the meaning is transferred from the sender to the receiver.
- Mcshane and Glinov 2010: communication shows the process by which information is transmitted and understood among two or more people.
- Kreitner dan kinicki (2010) The exchange of information between sender and receiver and draw conclusions as perceptions about the meaning of something between the individual involved.

- Greenberg and Baron (2003): Process with which people, groups or organizations as the sender sends several types of information as the message to the person, group or other organization as a receiver.

Communication is a message transfer, from sender to receiver.

### Discussion

Indonesia faces a leadership crisis which is expressed, exactly starting from 1997. Rakyat Indonesia lost confidence in most of its leaders, such as political leaders, social economy, and their religion. This is because the economy is built with artificial and unhealthy political. Economic artificiality done using debt abroad are increasingly bloated, without the definite ability to restore it properly. With leadership that is based on the false economy, of course, collusion, corruption, and nepotism is the value of life cultured and ingrained in most people who are aware and unaware that they adhere to justify immediate value with a bandage justification how the concept of culture.

This happens spread to various fields such as defense and police, representatives of the people, the law of the State, and Business World. Distrust is increasingly becoming increasing as initiated by leaders of Indonesia was taking false economy. In the business world is certainly the case that the business execution of bias, which if realized would be well already very big risk. Executing business with the wrong value is certainly an impact of uncertainty in achieving the goals of the business itself. This happens because giving examples from leaders, to the government as the implementing laws affecting the business itself. During the storm crisis of 1998 in the field of economy, resulting in the business world in Indonesia collapsed in an instant. Not to mention the liquidity assistance flows only to the parties concerned and interested in the leaders. This strengthens the leadership crisis occurred. The manager as a business leader, is one of the types of leaders who doubt his beliefs. The leadership crisis which started from 1998 through 2014, the 2014 general elections, there is an interesting phenomenon

to be studied in Indonesia and local elections the city of Bandung.

Two candidates were popular leaders with diverse backgrounds and experiences the same, which is derived from the world of business and formal educational background intellect. Two young Indonesian leaders were equally inspire the nation with a different mindset with shades of honesty and innocence and the level of creativity for and excel.

Jokowi (born in Surakarta, June 21, 1961), a graduate of the Faculty of Forestry UGM, Mayor of Surakarta (Solo) to twice the term of office 2005-2015.

And the following achievements Jokowi:

#### 1. Solo: The Spirit of Java

Under his leadership, Solo experiencing rapid change. Branding for Solo done by agreeing Solo slogan is "Solo: The Spirit of Java". As a follow-up to the branding, filed Surakarta to become a member of the Organization of World Heritage Cities and accepted in 2006. His pace continues with the success of Surakarta to host the conference of the organization in October 2008.

#### 2. Renovation Markets in Seven Locations

Jokowi able to move street vendors in Solo without having to displace them. Jokowi intelligently address the problem with a win-win solution. He also managed to promote the new market will undoubtedly mentioned deserted Local TV Solo for months. When the demands of the traders want the new store them for free. Jokowi, although the Parliament refused, overcome by giving free, but the merchants pay the cost of retribution Rp. 2,600 / day where within 8.5 years, the cost of Rp 9.8 billion for the relocation will return.

#### 3. Car Esemka

Jokowi has contributed to the popularization of automobile Esemka child domestic work to the national sphere. Jokowi with persistent assist development Esemka car by making it as Car Service AD 1 A in Solo. "The car Esemka not odong-odong, design has been thought out carefully since five years ago," said Joko Widodo in the

Office of Perum ANTARA in Jakarta, Saturday (25/2).

He even challenged other production cars to compete equally valuable quality. With the price of Rp. 95 million, Esemka lined with cars from other brands.

Jokowi even tried to provide the company so Esemka car could be produced in Solo and children Esemka graduates can make a car there. Currently there are seven investors who are willing to invest, consisting of three local investors, three national investors and one cooperative. The plan, each month will be produced as many as 200 cars. Even the US Automotive company, General Motors, Mobil Esemka interested in helping development. "But if left unchecked, would be worried Esemka American car. Not Indonesia," he said.

#### 4. World Music Festival

Thanks to his leadership was, in 2007 Surakarta also has hosted the World Music Festival (FMD) was held at Fort Vastenburg complex that face eviction to be a business and shopping center. The following year, FMD was held in the Palace complex Mangkunagara.

#### 5. Figures 2008

Tempo magazine put it as one of the 10 Leaders 2008. Not easy to choose 10 figures of 472 counties and cities across the country. The difficulty comes when the set criteria. However, that into consideration Tempo choose Jokowi listed on its Web page dated December 22, 2008, "A Little Good People in the Republic of the area". Here's an excerpt Solo Mayor Joko Widodo-who in the area called Jokowi-demonstrating how to humanize its citizens. When should move street vendors, he first invited the informal sector actors. He did not select a shortcut: deploy forces or burn locations. "After the meal, yes, I ordered home again," said Jokowi. After the invitation eat the 54th, he believes the new trader is ready to be moved. Removal festive event, complete with a procession that enlivened the palace troops. The traders rejoicing, they provide the cone itself.

When it became governor Jokowi often directly

conduct spot checks (blusukan), and started the construction of the MRT to dijakarta. Which is chaired by the deputy governor who is a citizen Ahok descent, it makes Jokowi not getting easier in winning the election for governor of Jakarta. Vision and mission to Indonesia; Road changes to Indonesian sovereign, independent, and personality. Indonesia embodies great to walk on the rails through the constitutional changes is the ideology that has historically sourced to Pancasila, the 1945 Constitution, and the proclamation. To return to malam to the ideology of this nation, Jokowi offers Trisakti as a concept to the future development of the nation's character. Popular with idiom "the Mental Revolution". This vision consist of into 7 missions, and 9 programs (Nawacita). Some black campaign of parties Jokowi conflict of interest with the nomination to be president of the Republic of Indonesia,

1. The issue is not loyal to the oath as mayor solo and Governor of DKI
2. Issues that Jokowi open sara Muslims and not non-natives.
3. Car esemka only assemble cars made in china material

Jokowi never take his salary, Jokowi not perform a hard act to pressure exerted by his mother mentor in the world of politics Mrs . Megawati as chief of PDI party. Rumored to be abolished allowances of teachers, but this is not true. Jokowi keep using the official car brand Toyota Innova.

#### 1. Ridwan Kamil (Bandung Mayor)

Background: Ridwan Kamil was born on October 4, 1971 in Bandung from partner Dr. Atje Misbach SH (alm.) And Dra. Tjutju Sukaesih. His father is a Doctor of Law Faculty of Padjadjaran University while his mother UNISBA pharmaceutical faculty and staff experts LPPOM MUI Jabar. Ridwan Kamil native Sundanese. Sunda blood was coming from his parents. Subang original father and mother of Tasikmalaya and both his grandfather, who came from Bagendit Garut.

Ridwan Kamil nurtured with advice to be those that will benefit many people. Also a moral and ethical core values that are taught father who is a descendant kiyai Muhyidin known as Mama performances founder of three schools in Sumedang and Subang and uncle KH Atang Abdul Quddus (alm), Imam Great Mosque and chairman of the MUI Subang Subang district. Ridwan Kamil himself had nyantri in boarding performances III which is led by his uncle KH Abdul Qoyyum Oom (alm)

project that uses the eruption of Mount Merapi ash is converted into bricks. 3. Home Earthquake Padang, this social project is the construction of earthquake-resistant homes with local wood and bamboo material. 4. Bottle Lamp (Walking Brain). 5. Bottle House, a home designed with the concept of 'courtyard house' was built with more than 30000 bottles. 6. Museum tsunami, Banda Aceh. This museum is the result of the work of the design competition in 2007 to commemorate the tsunami tragedy Award. 2013

The following achievements Kamil.

Appreciation: local, national, and international on design starting from the year:

1. Produce designs that are formed, Produce work Urbane (realization into the building design): from 2005 to 2013, a total of 44 buildings scattered in Bandung, Greater Jakarta and Aceh.

1. 2004, 6 Award, 1<sup>st</sup> in architecture
2. 2005, 5 Award, 1<sup>st</sup> in architecture
3. 2007, 5 Award, 1<sup>st</sup> in architecture
4. 2008, 3 Award, 1<sup>st</sup> in architecture
5. 2009, 3 Award, 1<sup>st</sup> in architecture
6. 2010, 2 Award, 2<sup>nd</sup> in architecture
7. 2011, 4 Award, 1<sup>st</sup> in architecture
8. 2012, 2 Award, 2<sup>nd</sup> in architecture

2. In the field of Social and Community, produce

- a. Playground named BabakanAsih at Kopo Bandung. It is a village improvement program by buying a piece of land to be a children's playground and coloring competitions village walls with drawings creative.
- b. Bandung Community Gardening. This activity is a way of Bandung residents utilizing vacant land for reforestation by agricultural crops such as vegetables. Location gardens also become a social space as an alternative to the weekend for children. Yields partly sold for additional income community members. Indonesia Movement Cycling (Bike Bdg). This activity gives the option to the citizens of the city of Bandung for everyday activities with rental bikes (Bike Sharing).
- c. Declaration Babakan Siliwangi as the UN World Urban Forest.

Bandung Vision from kamil as a candidate: "Bandung city embodies a comfortable, superior, and prosperous". With some programs include; reduce congestion, with the development of the public transport system towards Bandung comfortable. By MRT integrated with public transportation as the feeder of each region. With superior public transportation, people will be happy to not use his personal vehicle. Shelter bicycle rental for short transportation. Waste handling, a smooth road, flood free, structuring traffic jam of the city for a comfortable Bandung.

Summary of actions of Jokowi and Kamil, in metric of comparisons

3. Architecture. 1. Bandung Creative Park Project: Causeway Park Mosque Dago 2. Merapi, a social

### Conclusions

1. **To winning the election, the winner should have a score biggest than all the rivals.**

2. The score contain from Leadership competencies, performance, and communication.
3. This model, using the five best practices from Kouzes and Posner as predictor of leadership competencies are predictor for winning election.

$\text{Winner Score (Leadership Competencies x Performance x Communication)} > \text{Rivals Score} = \text{Win}$
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### The Garibaldi Election Winning Model, 2015

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The Five Practices	Jokowi				Ridwan Kamil			
	Fact & Performance	Competencies	Communication	Result	Fact & Performance	Competencies	Communication	Result
<b>Model The Way</b>	<ul style="list-style-type: none"> <li>▪ Background Of Identity: Happy Family Well Education Businessman</li> <li>▪ Good Man Of The Year In Solo</li> </ul>	<ul style="list-style-type: none"> <li>▪ Honest</li> <li>▪ Competent</li> </ul>	<ul style="list-style-type: none"> <li>▪ /Survey (Blusukan)</li> <li>▪ Campaign</li> <li>▪ Publishing</li> </ul>	53%	<ul style="list-style-type: none"> <li>▪ Background Of Identity: From Happy Family Well Education Lecturer &amp; Businessman.</li> <li>▪ Physical building Performances.</li> <li>▪ Awards.</li> <li>▪ Bike To Work.</li> <li>▪ Interactive With Social Media.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Honest</li> <li>▪ Forward Looking</li> <li>▪ Competent</li> </ul>	<ul style="list-style-type: none"> <li>▪ Survey</li> <li>▪ Interactive With Social Media</li> <li>▪ Host TV</li> <li>▪ Campaign</li> <li>▪ Publishing</li> </ul>	45%
<b>Inspire A Shared Vision</b>	<ul style="list-style-type: none"> <li>▪ Mental Revolution</li> <li>▪ Solo: The Spirit of Java</li> </ul>				<ul style="list-style-type: none"> <li>▪ Bandung Champion</li> <li>▪ Bandung Happy People</li> <li>▪ MRT Development</li> </ul>	<ul style="list-style-type: none"> <li>▪ Inspiring</li> </ul>		
<b>Challenge The Process</b>	<ul style="list-style-type: none"> <li>▪ Facing the black campaign (Races)</li> <li>▪ Status Quo Culture against</li> <li>▪ Puppet of PDI party image</li> </ul>				<ul style="list-style-type: none"> <li>▪ Independent (Non Party)</li> <li>▪ Interactive With Social Media.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Technical Expertise</li> <li>▪ Developing Others</li> <li>▪ Empowering Others</li> <li>▪ Interpersonal Understanding</li> <li>▪ Service Orientation</li> <li>▪ Building Organizational Commitment</li> <li>▪ Concern For Order</li> <li>▪ Influence</li> <li>▪ Flexibility</li> <li>▪ Relationship Building</li> <li>▪ Result (Achievement) Orientation</li> <li>▪ Team Work</li> <li>▪ Cross Cultural Sensitivity.</li> </ul>		
<b>Enable Others To Act</b>	<ul style="list-style-type: none"> <li>▪ Market Relocation In 7 Location.</li> <li>▪ Esemka Car</li> <li>▪ Online Id card</li> <li>▪ Online Services</li> <li>▪ Healthy card</li> </ul>	<ul style="list-style-type: none"> <li>▪ Result (Achieve.) Orientation</li> <li>▪ Relationship Building</li> <li>▪ Initiative</li> <li>▪ Influence</li> <li>▪ Strategic Thinking</li> <li>▪ Building Organizational Commitment</li> <li>▪ Entrepreneurial Orientation</li> </ul>			<ul style="list-style-type: none"> <li>▪ Town Gardens</li> <li>▪ Community service</li> <li>▪ Creative Thinking</li> <li>▪ Cleaning Environment</li> <li>▪ Younger people representative image</li> </ul>			
<b>Encourage The Heart</b>	<b>World Music Festival</b>	<ul style="list-style-type: none"> <li>▪ Empowering Others</li> <li>▪ Developing Others</li> <li>▪ Flexibility.</li> </ul>						