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Case Study Paper

# The Role of Local Leadership in Fragmented Urban Development : Case of Higher Education Town Jatinangor, West Java

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## Abstract

*The Higher Education Town (HET) of Jatinangor is a campus area, a park of cultural technology science, and an urban center for economic activities. As part of Bandung Metropolitan Area, Jatinangor challenge on social-economic change, deterioration environment, infrastructure supply, and economic activities. Inevitably, HET Jatinangor faces uncontrolled urban space structures, so that it increasingly increases urban problems, including urban sprawl, scatter housing-apartment buildings and flooding. These problems affect the regional levels and urban fringe area. The basic question is how local leadership plays a strategic role in urban and economic change. of HET. Using the participative action research method, the study found that the local leadership role in implementation development plans of HET and role for anticipating urban spatial plans. The study found that local leadership must have strong networks among institutions, such as local government agencies, academics, and local communities. Implication of the study learned that the performance of the HET depends on leadership behaviour and capability of local leaders in urban planning at the HET level and metropolitan area.*

## Keywords

*leadership, local, urban, universiy-town, metropolitan*

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## 1. Introduction

Jatinangor is one of part of Bandung Metropolitan Area. Bandung as central urban area influence development of Jatinangor. It has high productivity, high, yield, and prospective investment now and future. Bandung have good economic scale and scoup of city that develop Jatinangor as part of region of satelite of Bandung metropolitan area.

The other side, there are universities, private company, local corporation, public agency, and local community involve in regional dynamic or local development sphere of Jatinangor. Universities are Local Affair State Government Insitute, University of Padjadjaran, Bandung Institute of Technology, Indonesia Institute of Cooperative. At any rate, Jatinangor have industrial area that exist as national strategic area, province strategic area, and also local strategic area.

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As an urban fringe area from Bandung, Jatinangor faced social, economy, and environment change. It has been a challenge of urban dynamics in Jatinangor. Jatinangor has a long journey of regional development. In fact, the pattern of development in Jatinangor has changed from driving force urban area development and also urban management agenda. There are shifting patterns of development from government driving force to universities driven, corporate driven, government driven, and community development driven. Involvement of government has changed as soon as possible of planning sphere, such as top-down interventionists, relocation of higher educational area, deconcentric of planning. On the other side, there existed a few spheres of planning in Jatinangor such as collaborative planning, activist planning, communicative action, and bottom-up planning.

In fact, Jatinangor has highly and fast urban development processes, such as regional development improved access, public service, and growth, campus academic activities, infrastructure supply, technology park and cultural science, economic growth, the challenges of spatial environmental, uncontrolled apartment buildings, and widespread flooding at the regional level. There are main issues of Jatinangor development, such as congestion, traffic jam, uncontrolled spatial plan, social inequality, regional environmental degradation (puddles, floods, waste management, greenbelt area), border line problems (road, river), urban sprawl, and community economic development. It is too much local issue in Jatinangor must be solved, even as development of Jatinangor capacity of local leader try to build partnership scheme between stakeholders', to develop a scientific culture, to empower local people, and to accelerate technology transfer.

Performance of Higher Education Town (HET) or university town be challenge for leadership overcome a lack of continuity empowerment, economy inequality, lack of infrastructure, competitive talent, and better doing-living in Jatinangor. The question is how local government plays a strategic role in spatial plan, develop plans, and create program activity for Higher Education Town. The other question, is leadership situation played a strong role in improving the performance of the HET area ?

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## 2. Focus Study and Methodology

This study be worked by concurrent embedded research methods use participation observation, direct interaction, and qualitative-quantitative data combining. The focus study emphasizes how local leaders can face fragmented urban development and how far local leader can do it.

To answer this question, the researchers observed direct participation in community empowerment activities and Jatinangor urban development on the behaviour of local leaders during the activity. In-depth observation of the object of study continued with triangulation, so that confirmation and explanation of the behaviour of local leaders in the face of fragmented urban development that occurred at HET Jatinangor was obtained. The result of triangulation process be derived on local leadership pattern, local leadership spectrum, local leadership on quadruple helix interaction, and local leadership situational in HET of Jatinangor.

A few literature study that relevant include

- Leadership style as a behavior pattern a leader to influence his employees in achieving organizational goals (Dubrin ,2006)
- Leadership style is the way in which a person leaders provide direction and motivate others to optimize performance ( Josste , 2009)
- Leadership style can be said as a repetitive pattern of behavior shown by a leader (Khoza, Chetty, & Karodia, 2016).
- Situational leadership style must be able to mediate and recognize certain situations and then identify leadership styles that are suitable for the situation (Aslam et al, 2015).
- Civic leadership is generally enacted by individuals operating in small organizations, in most of the cases built around informal social relationships and common values (e.g., Putnam, 1993).

Determinant factors of effective regional leadership influence trait and behaviour are empowerment leader, accountability, competence, commitment, capacity, futuristic view policy, network, and diversion. Even better, leader as a process and behaviour has characteristics that are individualistic influences a group of individuals to achieve a common goal, and shared activities to carry out by a group or network. Leaderships as a process of motivating people to work together collaboratively to accomplish great things. Leaderships behaviour focuses on what leaders do most of the time and focus on the context of behaviour or how that might cause shift in behaviour

Leadership behaviour explain about reciprocal leadership. It describe reversible of characteristic leadership such as promoting, listening, accounting of multiple, setting of strategy, fostering linkages, individualistic view, creating opportunity, promoting innovation, harness knowledge, and reputation.

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### 3. Fact Finding

The study found local government based on leadership periode in HET of Jatinangor be shown in Figure 1.

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LOCAL GOVERNMENT	LEADERSHIP PERIOD															
	1	2	3	4	5	6	7	9								
REGENT	1977-1983	1983-1993	1993-1998	1998-2003	2003-2013	2013	2013-2016	2016-2017	2017							
HEAD OF DISTRICT	1978-1980	1980-1984	1984-1992	1992-1995	1995-1997	1997-1999	1999-2002	2002-2005	2005-2007	2007-2008	2009-2012	2012-2013	2013	2014-2015	2015-2016	2016-2018
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16

Figure 1. Local government and leadership period

Local government leader activity on urban development in Jatinangor include

- Activating on Spatial and Development Plan of HET
- Catalyzing, facilitating, mediating, initiating programs
- Facilitating Interacton for stakeholders
- Assist the legitimacy of local forums
- Bridging the communication process of academic activities and local community services through collective action.
- Provide of the technical and financial assistance
- Legitimise of urban policies

Local leader in the quadruple interaction in HET of Jatinangor be shown in Figure 2

**RESULT**

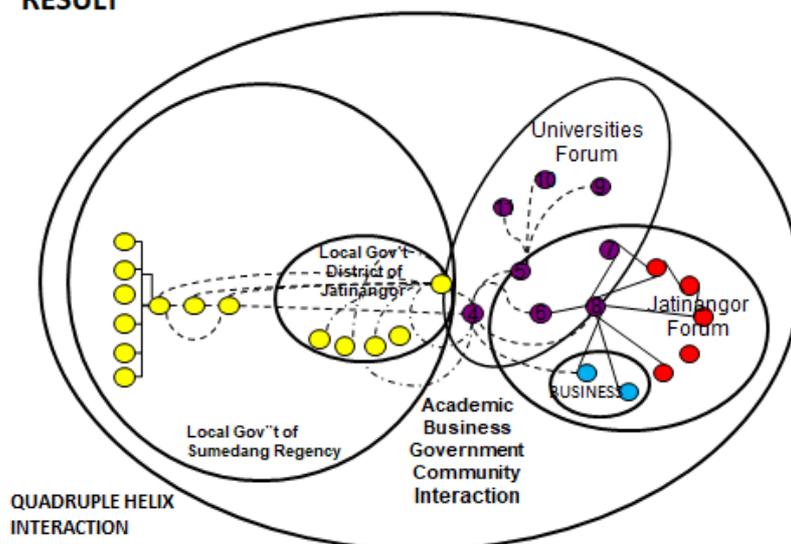


Figure 2. Quadruple interaction in HET of Jatinangor

Local leadership pattern in HET of Jatinangor be shown in this Table 1, Table 2 and Table 3

Table 1. Role of Local Leadership

Leadership Pattern

Leadership Pattern	MANAGERIAL	POLITICAL	CIVIC
	Local Government	Local Government	Local Government
<b>Role of Local Leadership</b>	<ul style="list-style-type: none"> <li>• Important intermediaries between managing the functional policy and service delivery responsibilities</li> <li>• Role with respect to central government and local/regional agencies</li> </ul>	<ul style="list-style-type: none"> <li>• Maintaining a critical mass of political support.</li> <li>• Developing strategic policy direction.</li> <li>• Seeking to further leadership priorities outside the authority.</li> <li>• Ensuring task accomplishment.</li> <li>• To combine accountability and legitimacy the capacity to identify and focus on clear priorities for action engaging with other stakeholders in a locality in order to advance strategic decision-making.</li> </ul>	<ul style="list-style-type: none"> <li>• Non-profit organizations and community groups in seeking to transform their local/regional habitus</li> <li>• Appear to be disparate interests into an institutional framework</li> </ul>

Adopted from Leslie Budd & Alessandro Sancino (2016)

Table 2. Leader, Structure, Process, and Fellowship of Local Leadership

Leadership Spectrum	MANAGERIAL	POLITICAL	CIVIC
	Local Government	Local Leader	Local Community
<b>Leader</b>	Ostensibly the political leader, chief executives	Elected	Individual leadership
<b>Structure</b>	Municipality as a generalist institution	The power concentrated in the hands of the new directly elected	Local and value-based civic organizations
<b>Process</b>	Outsourcing and co-production	Local issue-based shifting to city-regional administrative and territorial entities	Depend heavily on public sector funds
<b>Fellowship</b>	Mainly formal institutional	Electoral participation	Volunteerism, social contact, proximity and governance reputation

Table 3. Performance of Leadership spectrum in HET Jatinangor

Leadership Spectrum	MANAGERIAL		POLITICAL		CIVIC	
	Local leader	District leader	Local leader	District leader	Local leader	District leader
Leader	++++	+	++++	+	+	++++
Structure	++++	+	++	+	+	++++
Process	++++	+++	+	++++	+++	++++
Fellowship	++++	++++	++	++++	++	++++

Conclusion and Implication

The study found that component of leadership situational in HET of Jatinangor include ability to handle urban issues, level of leadership, consistency and commitment, level of representative, foresight, and capacity. A good leadership situation is able to build a strong network between local government agencies, with academics, businesses, and communities to streamline development of HET that benefits multi-stakeholders, such as

- Network between actors in HET will determine effectivity of performance of quadruple helix.
- It is critical to selected capable local leaders in HET for directing leadership situation and at the same time improving performance of HET of Jatinangor according to spatial plan and development plan of HET Jatinangor.
- The common trend towards strengthening the executive side of political leadership rather than the representative one.
- The growing forms of civic leadership as a trigger for creating public and social value and enhancing the resilience of HET
- The concurrent embedded strategy research methods have advantage of being able to analyze factors affecting the performance of HET region and observing leadership behaviors simultaneously.

#### 4. References

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