

Leadership Patterns in Improving the Quality of State Civil Apparatus (ASN) Training in the Human Resources Development Agency (BPSDM) of Riau Islands Province

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Abstract: Training is one of the competency development pathways for the State Civil Apparatus. To realize the implementation of quality, quality and standardized training for State Civil Apparatus in a sustainable manner, Human Resources Development Agency of Riau Islands Province implements training quality assurance through accreditation of training institutions. One of the elements assessment is the role of leaders in improving the quality of training through their contribution to building a quality culture, improving quality and building a positive work culture to improve performance. This study aims to analyze the role of the leader of the Human Resources Development Agency of Riau Islands Province in building a quality culture in the organization. The research method used is a mixed method (mix-method). The results showed that in most indicators of the assessment of the leader's role, respondents gave a very good assessment of the role of the leader Human Resources Development Agency of Riau Islands Province in building a quality culture. Leadership in the Human Resources Development Agency of Riau Islands Province is considered capable of being the main key to realizing the best quality of performance produced by the organization. The efforts of the Head of the Human Resources Development Agency of Riau Islands Province to create collaboration and coordination in achieving performance must continue to have the support and involvement of all employees.

INTRODUCTION

The Industrial Revolution 4.0 era provided an extraordinary change in the paradigm of human resource management. Human resource management has entered the stage of the latest change in the Human Capital Management (HCM) approach. Human Capital Management approach pays great attention to individuals in the organization and is considered an important asset of the organization. The Human Capital Management approach also provides ample space for individuals to develop themselves through value creation which is used to accelerate the achievement of organizational goals effectively and efficiently.

The change of paradigm in human resource management as mentioned above has also had an impact on the paradigm shift in State Civil Apparatus competency development from training to learning (Suryanto, 2021). Training or training is the process of developing certain new skills or increasing abilities in new skills. While learning or learning is a process of increasing employee competence that is constantly which is part of daily experience and is independent to a set time and runs continuously. The learning paradigm is the reference for the concept of implementing competency development at the Corporate University which has been widely developed by the Government Agency Training Institute in Indonesia. The

learning process does not only refer to formal learning, but provides a large portion of experiential and social learning. The 70:20:10 learning model puts forward experiential learning as a 70% portion of its learning. The 20% portion is with social learning with the intention that learning because of the interaction between superiors, subordinates, and coworkers. While the remaining 10% portion is only given to formal learning models, which focuses on scheduled and face-to-face classical meetings such as training, workshops, technical guidance, seminars, etc.

Although there has been a paradigm shift in the development of the competence of the State Civil Apparatus from training to learning, training is still placed as a form of developing the competence of the State Civil Apparatus in accordance with Law Number 5 of 2014 concerning State Civil Apparatus. In the Regulation of the State Administration Agency Number 10 of 2018 concerning the Development of Civil Servant Competencies, training is defined as a program to increase the knowledge, skills, and behavioral attitudes of civil servants to fulfill leadership competencies, technical managerial competencies in the field of work, substantive mastery competencies in the field of work, competence in related tasks, functional positions and socio-cultural competencies through an intensive learning process.

The training is held in the form of classical training and non-classical training and emphasizes the process of learning on work practices and/or learning outside the classroom. Classical training at least through: structural leadership training; managerial training; technical training; functional training; socio-cultural training seminars/conferences/rehearsals; workshops or workshops; course; upgrading; technical guidance; socialization. Meanwhile, non-classical training is emphasized on the work practice learning process and/or learning outside the classroom. While the implementation models are: coaching; mentoring; e-learning; remote training; detachment (secondment); outdoor learning (outbound); benchmarking (benchmarking); exchange between civil servants and private employees/state-owned enterprises/regional-owned enterprises; independent learning (self development); learning community (community of practices); workplace guidance; internship/work practice.

The quality of training implementation that has an impact on training outcomes (increasing the competence of the State Civil Apparatus) is closely related to the quality of the implementing institutions (Irawati, 2020). Therefore, the government needs to ensure the quality of the training provided by training institutions. The State Administration Agency (LAN) as the agency tasked with fostering and administering State Civil Apparatus education and training (Law No. 5 of 2014) has guaranteed the quality of State Civil Apparatus training institutions throughout Indonesia through the accreditation process for government training institutions. This accreditation process for training institutions providing basic training, managerial training providers, and technical training providers. Based on State Administration Agency Regulation Number 2 of 2021 concerning Quality Guarantee of State Civil Apparatus Training, one of the activities in the quality Guarantee process is to encourage training institutions to increase institutional capacity and the quality of training implementation.

Oakland (in Irawati, 2020) states that quality competency development (training) must be sustainable to meet not only changes in technology, but also changes involving the environment in which the organization operates, its structure, and most importantly the people involved there. The development of sustainable competence and a culture within the organization is the main key in responding to the challenges of change and also the demands for quality in meeting the needs of goods/services. Transformation into a quality culture is a process of change, and the process of changing into a quality culture requires major transformations within the organization. Various literature mentions the need for leadership with commitment and with all the authority possessed in order to provide support in achieving the goals of change.

One of the assessment indicators in the accreditation of training providers contained in the Regulation of the State Administration Agency Number 2 of 2021 concerning Quality Guarantee of State Civil Apparatus Training is the Leadership and Organizational Culture

sub-element with a weight of 35%, where the element assessed is the role of the leader in improving quality. training through its contribution to building a quality culture, improving quality and building a positive work culture to improve performance. Mustafa (2012) explains in his research that leaders are responsible for setting the strategy and goals of their organization's quality management, providing and allocating important resources, contributing to quality improvement efforts, and evaluating the implementation and performance of quality management. Leader commitment has a vital role in the implementation of quality management, as well as encouraging increased performance in an organization.

All activities of government administration, customers or the community are parties whose needs and desires must be fulfilled so as to provide satisfaction to customers while still paying attention to product quality according to customer desires. The exception is in the implementation of competency development activities, where participants who take part in the training have high expectations of the process and results of the training implementation. This concept is in line with the concept of Total Quality Management (TQM) which is defined as an approach that refers to the organization's efforts to make changes to improve the performance of human resources in the organization to provide services and products/services that are of value to consumers (Dale and Plunket in Hussain, 2020).

Human Resources Development Agency of Riau Islands Province which was formed based on Riau Islands Province Regional Regulation Number 4 of 2021 concerning the Formation and Composition of Regional Apparatuses has responsibilities related to developing the competence of the State Civil Apparatus within Riau Islands Provincial Government and Regency/City Governments throughout Riau Islands Province. The competency development consists of developing managerial, technical and socio-cultural competencies. The Human Resources Development Agency has a very important task to provide or create competent State Civil Apparatus so that the quality of the bureaucracy becomes better. To be able to guarantee competent State Civil Apparatus, it is necessary to organize quality training as well. Training as a form of competency development held by the Human Resources Development Agency of Riau Islands Province is still in the process of leading to the best quality. Quality guarantee of training in order to realize the implementation of quality, quality and standardized training for State Civil Apparatus in a sustainable manner. To achieve this, leadership is needed that is able to improve the quality guarantee process of training.

Based on the problems described above, the main problem in this study is how is the leadership pattern in Riau Islands Province Human Resources Development Agency in improving the quality of training for Riau Islands Province State Civil Apparatus? The purpose of this study is to analyze the role of leaders through their contribution in building a culture of quality, improving quality and building a positive work culture to improve the performance of the training of the State Civil Apparatus.

LITERATURE REVIEW

Leadership

Leadership according to Kalejaiye (2015) must be understood as the process and art of influencing, mobilizing and in a cost-effective and proactive manner the resources needed to improve the knowledge, skills and attitudes of the led, to achieve organizational goals, and of course, national development. Leadership is concerned with involving influence, how leaders influence followers. A leader is a person who equips, trains, and influences one or

more followers to willingly and enthusiastically expend spiritual, emotional, and physical energy in a coordinated effort to achieve the mission and goals of the organization.

According to Clemmer & McNeil (in Barbosa, 2017), leadership means managing people and achieving organizational goals through the direction of human labor. In this way, an effective leader is able to encourage and use the human resources available in the organization to achieve goals, which are consistently aligned with customer needs. In their classic study of leadership, Bennis & Nanus (in Barbosa, 2017) say leadership is about having a vision of what to do, paying attention to events, setting new directions and, above all, focusing everyone's attention on the organization. Thus, Bennis & Nanus suggests a leader must be good at planning, organizing, commanding and controlling, to help employees achieve what most people think is impossible.

Leadership is defined as the process of a person to make changes and improvements in an organization by influencing others or pursuing processes in the organization. According to Zaccaro (in Widyatmoko, 2020) in leadership theory, leaders are experts, problem solvers, and assistants in meeting human needs. According to Kanki (in Widyatmoko, 2020), effective leadership includes leaders who affirm or outline rules, norms, task boundaries which are normative models and the organizational task environment. Leaders must establish clear authority dynamics, as well as technical, social, and managerial competencies and the necessary forms of hierarchical influence and work distribution (Bush & Glover in Widyatmoko, 2020).

Total Quality Management (TQM)

Total Quality Management (TQM) is an approach that creates a comprehensive collaboration between all organizational functions to meet customer demands efficiently and to achieve all organizational goals. TQM also involves all members of the organization's staff in the process of meeting customer expectations through the use of problem-solving methods to improve the quality of all of the organization's products and services. TQM considers the customer as the main focus in this managerial strategy. One of the most important elements that ensure the success of TQM practice is management commitment. Another important organizational situation for achieving TQM success is culture and organizational change (Al-Qahtani, 2015).

Talib (2013) explains that TQM is a management philosophy that empowers every member of the organization. TQM encourages each individual to participate, contribute and offer suggestions for improvement. It is intended to promote continuous and continuous improvement of quality and performance, and develop a quality culture attitude. The basic principle is that the cost of prevention is less than the cost of correction. TQM addresses overall organizational performance and recognizes the importance of processes. For TQM to be successfully adopted by an organization, there needs to be a perceived need for change within that organization.

Cortada (in Roeleejanto, 2015) suggests that there are five stages of transformation by an organization from the implementation stage until the organization achieves success. To achieve the successful implementation of TQM, the following aspects are needed: (i) top management support; (ii) focus on consumers because TQM involves increasing consumer quality demands, (iii) employees or groups must be involved from the start, especially in terms of employee training and recognition, and empowerment and group employee work issues. Attention to these elements is important in changing organizational culture that leads to work groups, as well as customer focus and quality, (iv) measurement and analysis of processes and products, and (v) quality guarantee is the last element that needs attention.

Oakland (2011) describes the main things that must be a concern for leaders in implementing the TQM model in organizations, which are as follows:

1. Planning
 - a. Leaders develop the vision necessary for consistency of purpose and long-term success;
 - b. Leaders develop, disseminate and update policies and strategies;

- c. Leaders align organizational structures to support the delivery of policies and strategies.
2. Performance
 - a. Leaders identify critical areas of performance;
 - b. Leaders develop measures to show current level of performance;
 - c. Leaders set goals and measure progress toward achieving them;
 - d. Leaders provide feedback to people at all levels regarding their performance against agreed goals.
3. Process
 - a. The leader ensures a system to manage the process to be developed and implemented;
 - b. Leaders ensure through personal involvement that management systems are developed, implemented and continuously improved;
 - c. Leaders prioritize improvement activities and ensure they are planned throughout the organization.
4. Human Resources
 - a. Leaders train managers and team leaders at all levels in leadership and problem-solving skills;
 - b. Leaders stimulate empowerment and teamwork to encourage creativity and innovation;
 - c. Leaders encourage, support and act on the outcomes of training, education and learning activities;
 - d. Leaders motivate, support and recognize organizational people, both individually and in teams;
 - e. Leader helps and supports subordinates to achieve plans, goals, objectives and targets;
 - f. Leaders respond to subordinates and encourage them to participate in improvement activities.
5. Networking
 - a. Leaders engage with stakeholders;
 - b. Leaders ensure stakeholder needs (external and internal) are understood and responded;
 - c. Leaders build and participate in partnerships, as stakeholders demand continuous improvement in everything.
6. Commitment
 - a. Leaders are personally and actively involved in quality and improvement activities;
 - b. Leaders review and improve their own leadership effectiveness.
7. Culture
 - a. Leaders develop values and ethics to support the creation of a holistic quality culture;
 - b. Leaders apply values and ethics through actions and behavior;
 - c. Leaders ensure creativity, innovation and learning activities are developed and implemented.
8. Communication
 - a. Leaders stimulate and encourage communication and collaboration;
 - b. Leaders communicate vision, values, mission, policies and individual strategies;
 - c. Leaders open up opportunities for dialogue with staff and listening.

Previous Research

The importance of leadership in TQM implementation has been discussed in several previous studies. Oakland (2011) states that to achieve outstanding results in quality management and performance improvement, organizations need leadership as the “backbone” with good policy and strategy communication. Rahmawati (2020) in her research concludes that leaders are very influential in the implementation of TQM and play an advisory role as well as a driving force in improvement efforts. In the application of integrated quality management, the leader must have leadership and managerial abilities.

Leadership relationship with TQM is a way to motivate individuals to improve quality and achieve organizational goals. Prestiadi's research (2019) concludes that the role of visionary leadership in TQM is the effort of an educational leader who is not only able to formulate a vision and strategic steps but can also improve quality or quality through the application of TQM principles with continuous improvement and improvement to meet customer satisfaction. Meanwhile, the results of Barbosa's research (2017) show that transformational and transactional leadership are positively correlated with quality management principles, although the data shows a tendency to get a higher level of correlation with transformational leadership styles.

Previous research on the application of TQM in training quality assurance discussed TQM from various perspectives. The results of Susanto's research (2010) regarding the implementation of the ISO 9001:2008 Quality Management System at the Education and Training Center of the Ministry of National Education stated that the implementation of training must be built on a system foundation that is consistent with established quality guidelines, quality procedures, quality policies and quality objectives. The achievement of the Strategic Plan of the Education and Training Center will be effective if it is controlled by the ISO 9001:2008 Quality Management System as a quality assurance tool. Training management that implements the ISO 9001:2008 Quality Management System requires leadership that is visionary, adaptive, transformational, and has speed and accuracy in decision making. Witesman (2009) tested the hypothesis in his research regarding the characteristics of centralized or decentralized government that will have an influence on the results of training implementation. The results of research conducted in Ukraine show that a centralized government structure significantly increases the chances of quality outcomes in training.

METHODOLOGY

This research is a research with mixed method or mixed methods, which combines quantitative methods and qualitative methods. The focus of the research in this paper is the role of leaders in improving the quality of training through their contribution to building a quality culture, improving quality and building a positive work culture to improve performance. Data collection techniques in this study through questionnaires and documentation. The analytical method used in this research is interactive analysis with three components of analysis, namely data reduction, data presentation, and drawing conclusions (Sugiyono, 2011).

The research was conducted at the Human Resources Development Agency of the Riau Islands Province. This study uses Oakland's TQM theory (2011), where the leadership pattern is seen from 8 indicators, namely: Planning, Performance, Process, Human Resources, Networking, Commitment, Culture and Communication. The formulation of these questions is used as a questionnaire that is distributed to respondents. Respondents to this survey were all 46 employees of the Riau Islands Province Human Resources Development Agency. This survey was conducted by distributing a questionnaire through a google form, which was then filled out by the respondents independently. This survey is closed and confidential, so that the identity of the respondents is kept confidential, this is done so that the survey results are more objective and without pressure.

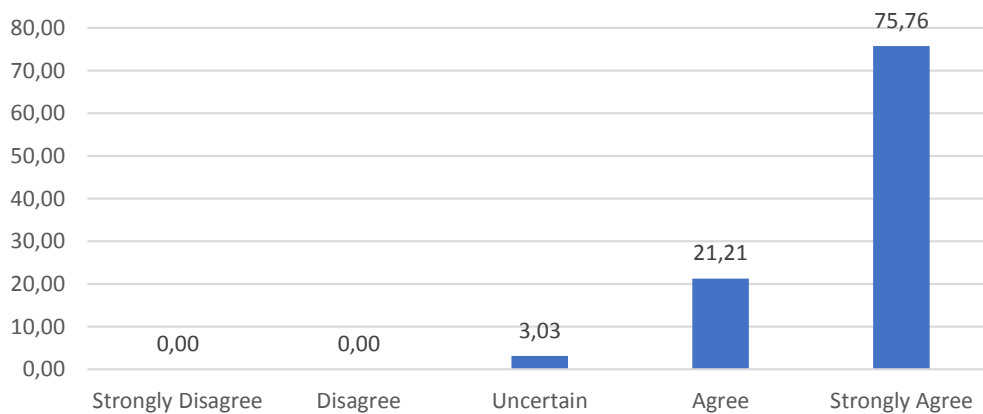
RESULT AND DISCUSSION

A. Planning

A good leader creates a vision such as Charantimath (2017) says that a leader must have a vision and relentlessly push it to completion. Vision determines the direction of change in organizations and individuals. This helps manage change in the organization. Organizational leadership plays a key role in developing its vision and in inspiring its employees.

Leaders develop strategic planning in order to realize the vision as Prestiadi (2019) explains that visionary leaders can exert a strong influence in the context of strategic planning that leads to continuous improvement and make effective decisions to meet customer satisfaction. Steps that embrace visionary leadership in TQM develop vision, mission and targets with strategic plans, implementation of goals, and service improvement. The ultimate goal of implementing this leadership is to increase total stakeholder satisfaction. The concept of visionary leadership in TQM can be combined to build quality management that is oriented to the vision, mission, and principles to achieve stakeholder satisfaction through continuous quality improvement.

Graph 1. Planning Indicators on BPSDM Leadership Pattern



Based on the graph above, it can be seen that 75.76% of the employees of Riau Islands Province Human Resources Development Agency stated that they strongly agree that the leader is capable of formulating, designing policy direction plans and strategies for achieving them. Employees who agreed to the planning aspect were 21.21% and those who expressed doubt were 3.03%. With a total percentage of 96.97% who stated strongly agree and agree, it can be seen that the employees of Riau Islands Province Human Resources Development Agency have a good perception of planning aspects, including in the process of developing the vision needed for consistency of goals and long-term success, developing , deploy and update policies and strategies, and align organizational structures to support policy and strategy delivery.

The Head of Human Resources Development Agency of Riau Islands Province together with all employees prepared a Strategic Plan (Renstra) for Riau Islands Province Human Resources Development Agency, in line with the vision and mission of Riau Islands Governor, to realize the Superior human resources. The Strategic Plan of the Human Resources Development Agency of Riau Islands Province contains objectives, targets, strategies, policies, programs, activities and development sub-activities, performance targets and indicative funding, which are prepared in accordance with the duties and functions of Riau Islands Province Human Resources Development Agency guided by the regional planning. Riau Islands Province to realize synergistic and optimal development planning as a manifestation of good and accountable government performance.

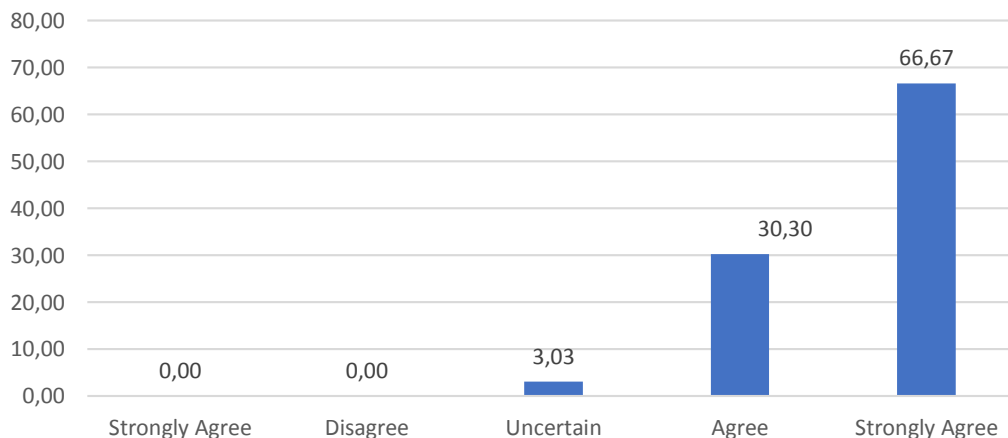
Dissemination of organizational policies and strategies with regular meetings held at the beginning of every week. The Head of the Human Resources Development Agency of Riau Islands Province socializes each policy to all levels of his staff through dialogues held every week, as well as to get feedback and input from staff in the organization. Through this routine dialogue, the Head of Human Resources Development Agency of Riau Islands Province supervises the development of organizational performance. In addition to being a channel for policy socialization, regular meetings are also a means of solving problems for obstacles faced in implementing the organization's work programs.

The Head of Human Resources Development Agency of Riau Islands Province seeks strong coordination among all units in Human Resources Development Agency of Riau Islands Province. The limited meeting of the Head of the Human Resources Development Agency of Riau Islands Province with the Head of Division, Head of Subdivision and Sub Coordinator is one of the efforts to strengthen cooperation and coordination within the organization. The clarity of the chain of command in the organization will support the leader in conveying policies and strategies to all employees, as explained by Suwandej (2015) that a good organization must have a clear chain of command and organizational structure because this leads to effective staff control, fast communication and effective, and delivering the right work to the right people.

B. Performance

Pynes (2013) argues that performance evaluation provides organizations with important information for making strategic decisions about employee advancement, retention, or rotation. Evaluation makes training and development with career planning and long-term human resource needs of the organization. To support job analysis and recruitment processes, performance evaluation is an important component to evaluate the knowledge, skills, abilities, and other characteristics available among all Human Resources in the organization. Evaluation can be used to career assessment advancement opportunities, for succession planning, and to develop compensation and reward systems. Accurate evaluation provides information and feedback to employees. Employees must be informed about the goals and objectives of the organization and the role they play in the success of the organization. They must know what standards will be used to judge its effectiveness. Leaders must communicate their strengths and weaknesses to employees, thereby providing opportunities for employees to improve their weaknesses.

Grafik 2. Performance Indicators on BPSDM Leadership Pattern



Based on the graph above, it can be seen that 66.67% of the employees Human Resources Development Agency of Riau Islands Province strongly agree that leaders are able to spur organizational performance for achievement. Employees who agree on the performance indicators are 30.30% and those who express uncertain are 3.03%. With a total percentage of 96.97% stating strongly agree and agree, it can be seen that the employees Human Resources Development Agency of Riau Islands Province have a good perception of performance indicators, including in the process of identifying critical performance areas, developing measures to show the current level of performance, setting goals and measuring progress towards the achievement of set goals, and providing feedback to people at all levels on their performance against agreed goals.

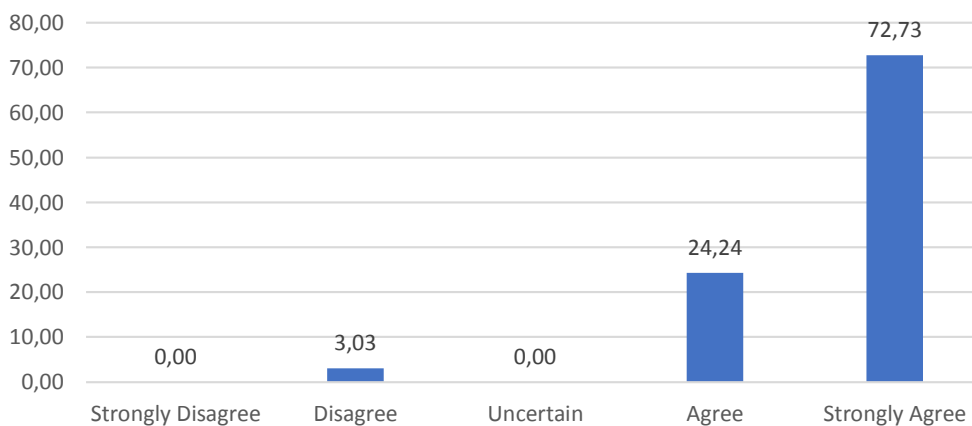
Employees at the Human Resources Development Agency of the Riau Islands Province have annual performance targets and performance agreements drawn up at the beginning of the year. In the performance document, all performance plans will be achieved by each employee, which will be evaluated at the end of the year. The Head of Human Resources Development Agency of Riau Islands Province monitors and evaluates performance achievements every month through limited meetings with relevant officials and regular meetings with all employees.

Each idea and feedback from employees is well received and responded to by the leader. The Head of Human Resources Development Agency of Riau Islands Province gave great appreciation and support to his employees for the innovations that were delivered. Leaders provide feedback to all employees at all levels regarding employee performance against agreed goals. The best TQM programs are built in a feedback system so that leaders get an overview of their performance as role models for quality (Charantimath, 2017).

C. Process

Sallies (2005) argues that in practice, TQM rejects any outcome other than excellence. TQM is a systematic approach to achieving an appropriate level of quality in a consistent manner to meet or exceed stakeholder needs. As an approach, TQM represents a shift from short-term benefits to long-term quality improvement. Innovation, improvement, and change are constantly emphasized, and the institutions that practice them lock the cycle of continuous improvement. To create a culture of continuous improvement, leaders must trust their staff and delegate decisions to the appropriate level to give staff the responsibility to deliver quality within their own scope.

Graph 3. Process Indicators on BPSDM Leadership Pattern



The graph shows that 72.73% employees strongly agree that the leader is able to ensure the organization's performance management system runs as it should. Employees who agree on the process aspect in question are 24.24% and those who disagree are 3.03%. With a total percentage of 96.97% stating strongly agree and agree, it can be seen that employees have a good perception of process indicators, including in the process of ensuring a system for managing processes that is developed and implemented, ensuring through personal involvement that the management system developed, implemented and continuously improved and prioritize improvement activities and ensure they are planned throughout the organization.

The Head of the Human Resources Development Agency for Riau Islands Province is actively involved in ensuring that all work plans optimally. The involvement of the Head of

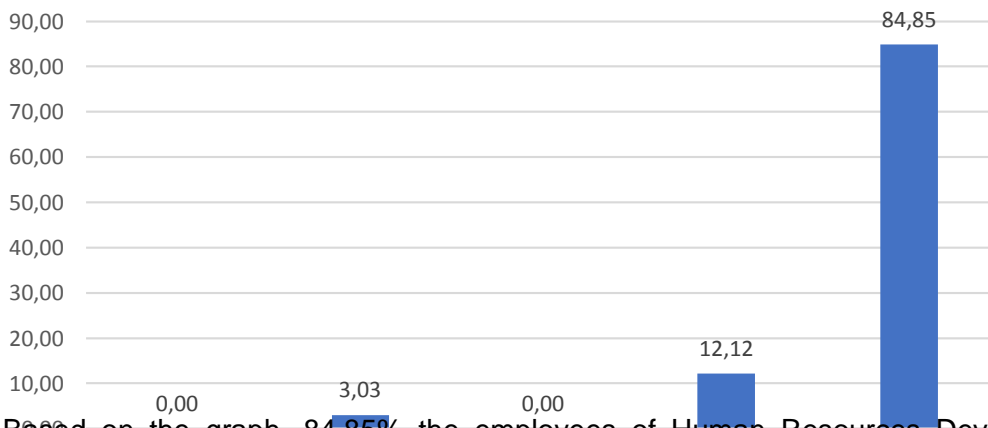
Human Resources Development Agency of Riau Islands Province in almost all preparatory meetings or activity planning is evidence of the seriousness of the leader in ensuring that all activities according to the rules and achieve the stated success. This leadership model will certainly have a positive impact on the process of achieving organizational performance as stated by Kalejaiye (2015) that the human resource development process requires a leadership role that is built on the basis of a strong sense of responsibility and accountability and is formally strengthened by laws, regulations and controlling.

The Head of Human Resources Development Agency of Riau Islands Province also encourages the process of strengthening the implementation of the competency development of the State Civil Apparatus through the training quality guarantee process. All training activities held must be accompanied by a Quality Guarantee Committee who is responsible for ensuring the quality of the training implementation is in accordance with applicable regulations. In the quality assurance process, monitoring, evaluation and follow-up activities occur. In the follow-up stage of the results of monitoring and evaluation, improvement and improvement activities from the records of the results of the quality assurance process. Chen (2018) argue that continuous improvement activities are the most important element in implementing TQM in an organization.

D. Human Resources

Roeleejanto (2015) in his research results show that the competence and work discipline of employees have a significant effect on the implementation of TQM. In addition, it was found that leadership, competence and work discipline have a significant effect on employee performance. The training provided for employees is needed in shaping employee behavior in terms of learning in their duties, and loyalty to their organization. This finding is linier with the statement of Suwandej (2015) which suggests that training must running out in the right time and situation for effective results. Pimentel (2016) argues that leaders who use their power to implement change and achieve excellence through training, seminars, workshops or meetings as well as proposing strategies or initiatives, will make all employees feel that the organization and leaders are always present together to realize organizational goals.

Graph 4. Human Resources Indicators in BPSDM Leadership Pattern



Based on the graph, 84.85% the employees of Human Resources Development Agency Riau Islands Province chose to strongly agree that the leader is able to manage and empower the organization's human resources. Employees who agree on the Human Resources indicator are 12.12% and those who disagree are 3.03%. With a total percentage of 96.97% strongly agree and agree, it can be seen that employees have a good perception of Human Resources indicators, including in the process of training managers and team leaders at all levels in leadership and problem solving skills, stimulating empowerment and

teamwork to encourage creativity and innovation, encourage and support and act on the results of training, education and learning activities, motivate, support and recognize organizational people both individually and in teams, assist and support people to achieve plans, goals, objectives and targets, and respond to people and encourage them to participate in improvement activities.

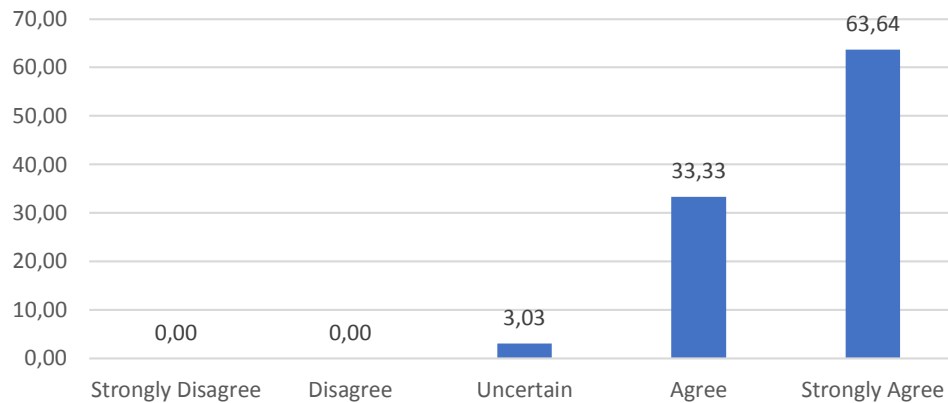
All employees of the Human Resources Development Agency of Riau Islands Province are encouraged to increase their capacity in the form of competency development to improve the quality of Human Resources and institutions that organize competency development for the State Civil Apparatus within Riau Islands Provincial Government. In addition to developing the competence of the organization's internal Human Resources, the Head of Human Resources Development Agency of Riau Islands Province also pays great attention to the development of the competence of the State Civil Apparatus of Riau Islands Province Government to achieve the Smart State Civil Apparatus goal. The development of non-classical training methods which are not very familiar among the State Civil Apparatus is one of the efforts of the Head of the Human Resources Development Agency of Riau Islands Province to maximize the competency development process of the State Civil Apparatus and provide many choices of competency development that can be adapted to recruitment of State Civil Apparatus

According to competence development for State Civil Apparatus in the organization, creating team work is the main focus of the Head of Human Resources Development Agency of Riau Islands Province to encourage the realization of coordination and collaboration between units in Human Resources Development Agency of Riau Islands Province. All employees must be involved in activities that support the achievement of organizational performance. Teamwork encourages the achievement of quality goods/services produced by the organization as stated by Karyotakis (2014) in his research that the prerequisite for successful TQM implementation is teamwork and the commitment of every member in the chain of command to connect everyone involved with the organization. In addition, teamwork ensures creativity, participation and development of workers. For this to happen, it is necessary to have the right guidance and commitment from the leader, as well as the right climate on the part of the employees. Similarly, Suwandej (2015) argues that teamwork shows its importance in driving organizational success through the emotional involvement and participation of team members. The level of teamwork participation determines the level of public participation.

Dynamic leaders know how to build groups into teams (Charantimath, 2017). They lead team building activities, help individuals understand team processes, and gather resources. They empower team members to share leadership. The leader sets the process for team success and helps them achieve their goals by providing information and a positive atmosphere. When other team members have the skills and knowledge to lead, leaders become followers. The idea of synergy in teamwork, where the whole is more than the sum of the parts, is a key concept in TQM used to promote collaboration, consensus, creative conflict, and team victory..

E. Networking

Graph 5. Network Indicators on BPSDM Leadership Pattern



Based on the data that 63.64% of the employees of Human Resources Development Agency of Riau Islands Province stated that they strongly agree that leaders are able to build networks with stakeholders as an effort to improve organizational performance. Employees who agree with the said network indicator are 33.33% and those who disagree are 3.03%. With a total percentage of 96.97% stating strongly agree and agree, it can be seen that the employees of Human Resources Development Agency of Riau Islands Province have a good perception of network indicators, including in the process of engaging with other stakeholders, ensuring stakeholder needs are understood and responded to, and build and participate in partnerships with stakeholders.

The concept of partnership becomes important in process of competency development for State Civil Apparatus. Moreover, the current trend of implementing State Civil Apparatus Corporate University (ASN CorpU) is being intensively realized by many government agencies. The implementation of the CorpU State Civil Apparatus focuses on the coordination and collaboration process of many parties because the learning process is held by the cooperation of many stakeholders. The Head of the Human Resources Development Agency for the Riau Islands Province actively encourages the establishment of cooperation through a Memorandum of Understanding (MoU) with parties that support the process of strengthening the capacity of the State Civil Apparatus and non-State Civil Apparatus in the Riau Islands Province. The Cooperation Agreements have been signed by the Head of the Human Resources Development Agency of the Riau Islands Province:

1. Cooperation Agreement with Representatives of the National Population and Family Planning Agency (BKKBN) of Riau Islands Province regarding the Competence Development of the State Civil Apparatus of Riau Islands Province Government in Implementing Family Development, Population and Family Planning Programs
2. Cooperation Agreement with the Communication and Information Agency (DISKOMINFO) of Riau Islands Province regarding Optimizing the Utilization of Information and Communication Technology (ICT) for Human Resource Development in the Riau Islands Province
3. Cooperation Agreement with the Department of Community and Village Empowerment, Population and Civil Registration of the Riau Islands Province regarding the Utilization of Population Identification Numbers, Population Data and Electronic Identity Cards in Services Scope of the Human Resources Development Agency of Riau Islands Province.

The cooperation that is built is not only about the technical competence development process, but also cooperation to support the infrastructure of the competency development process. Fauziah (2019) argues that collaborative governance is no longer a stranger to the concept of a corporate university. According to world-class corporate university, this concept facilitates the development of partnerships with world-class learning institutions to provide

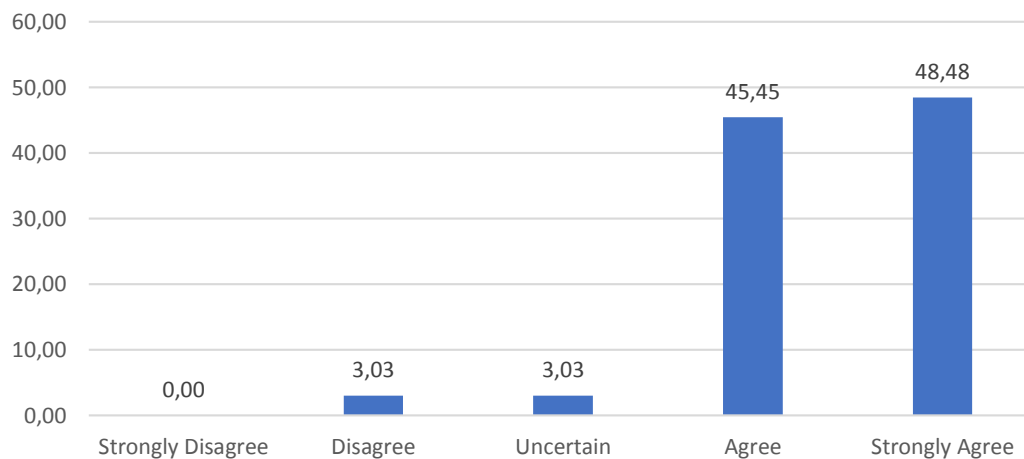
learning interventions in organizations and will be very important. Cross-sectoral collaboration in increasing human resource capacity is very open.

F. Commitment

Psychogios (2007) in his research argues that the process of involving Human Resources as a whole, continuous improvement, continuous training, teamwork, empowerment and satisfaction of stakeholders requires commitment and support from leaders. Leaders must take personal responsibility, lead processes, provide direction, exercise strong leadership, including dealing with employees who get in the way of improvement. Organizations with high leadership commitment have the ability to produce high-quality goods/services. The most appropriate management style in the context of TQM is a participatory style, which involves all input from empowered employees.

The fact that good leaders must be decisive, determined, goal-oriented, knowledgeable, and have initiative coincides with the research of Suwandej (2015) which concludes that good leaders must be consistent with the goal of improving products and services for organizational survival in a competitive environment. In fact, Salaheldin (in Barbosa, 2017) found results that prove the importance of top management commitment to the implementation of quality programs. Lack of top management commitment is the biggest obstacle to implementing total quality management.

Figure 6. Commitment Indicators on BPSDM Leadership Pattern



The data illustrates that 48.48% of the employees of Human Resources Development Agency of Riau Islands Province choose that they strongly agreed that the leader was able to commit to improving self-competence. Employees who agree on the said commitment indicator are 45.45%, 3.03% are in uncertain and 3.03% are those who choose disagree. With a total percentage of 93.93% who stated strongly agree and agree, it can be showed that all staf of Human Resources Development Agency have a good perception of commitment indicators, including in the process of being personally and actively involved in quality and improvement activities as well as reviewing and increase the effectiveness of own leadership.

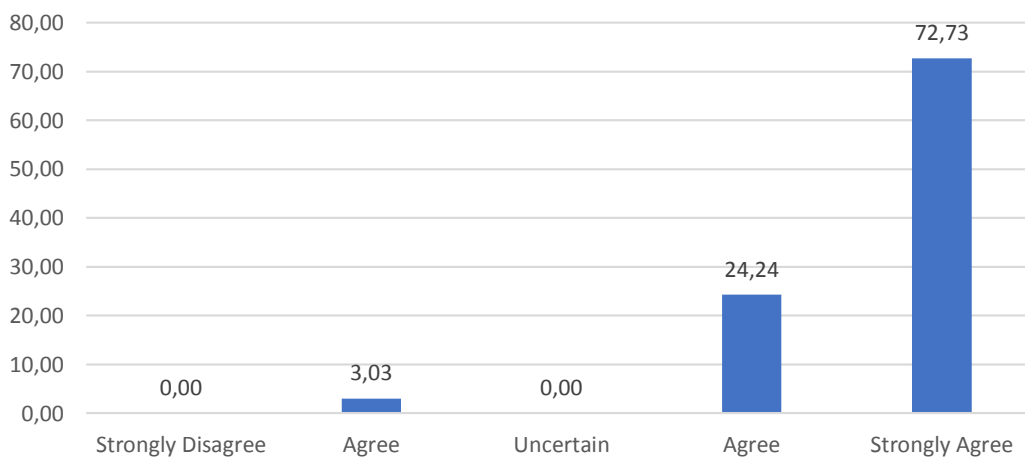
The commitment of the leader of Human Resources Development Agency of Riau Islands Province is shown through the establishment of standards for the implementation of organizational activities that support the successful implementation of activities. The leader's commitment is also seen in the involvement of the Head of Human Resources Development Agency of Riau Islands Province in each aspect of organizational life to ensure that all organizational units operate their functions properly.

G. Culture

The role of the leader in organization is to ensure that what is necessary things is available to all staff to produce the highest quality performance (Dahlgard, 2002). Leadership is the beginning of a quality improvement process that starts with the vision, mission, values, policies and strategies, systems etc. and then continues with other TQM principles and concepts. Leadership is the driving force behind policies and strategies, resource management, and processes, which ultimately lead to excellence in organizational performance.

Innovation is the main soul of success in human resource development. Innovation in this case is identical to the application of information technology in almost all lines of human resource development business processes. The development of a culture of innovation has started by activating websites, Instagram, Facebook and social media sharing to socialize the organization's activities. In the future, a system that can perform self-assessment will be designed to analyze the need for competency development for all ASN in the Riau Archipelago Province. Innovation is an absolute thing in this changing era. Innovation creates a sustainable competitive advantage when implemented by creating and maintaining significant added value for stakeholders with value above that created by competitors (Charantimath, 2017).

Graph 7. Cultural Indicators on BPSDM Leadership Pattern

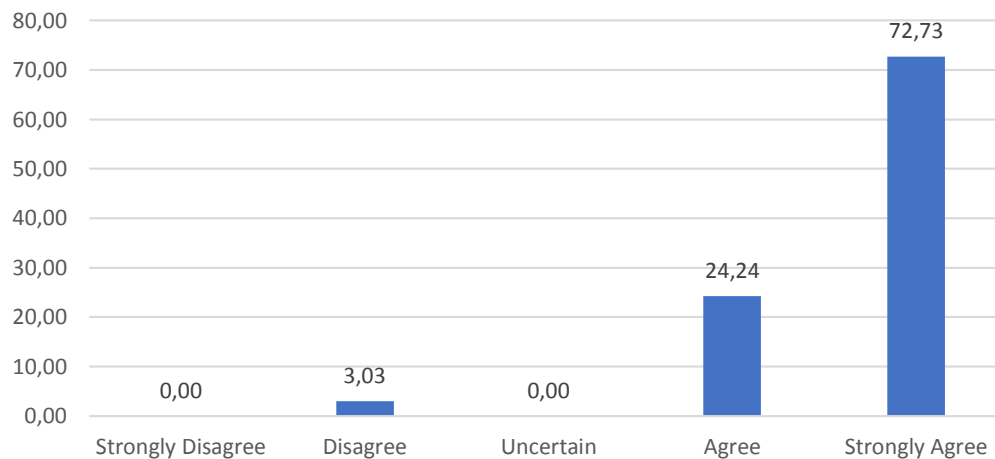


Based on the graph, it can be shown that 72.73% of the employees of Human Resources Development Agency strongly agree that leaders are able to build and instill a work culture for achieving organizational performance and existence. Employees who agree on the cultural indicators are 24.24% and those who disagree are 3.03%. With a total percentage of 96.97% stating strongly agree and agree, it can be shown that the employees of Human Resources Development Agency have a good perception of cultural indicators, including in the process of developing values and ethics to support the creation of a total quality culture throughout the supply chain apply values and ethics through actions and behavior and ensure creativity, innovation and learning activities are developed and implemented.

The culture of quality and innovation is the main goal of the leadership of the Head of the Human Resources Development Agency of Riau Islands Province. Strengthening the role of the Competency Certification and Institutional Management Division in charge of the training quality assurance process is an effort to realize the best quality for the development of the competence of the State Civil Apparatus in the Riau Islands Province. The quality guarantee process is emphasized to be comprehensively and continuously with efforts to improve and improve the quality of training. The role of the leader is very crucial in this regard as a mover, motivator, innovator and empowerer in building a culture of quality.

H. Communication

Figure 8. Communication Indicators on BPSDM Leadership Pattern



Based on the graph, it can be shown that 72.73% of the employees of Human Resources Development Agency of Riau Islands Province strongly agree that leaders are able to build effective communication with organizational individuals. Employees who agree on the communication indicator are 24.24% and those who disagree are 3.03%. With a total percentage of 96.97% stating strongly agree and agree, it can be seen that the employees of Human Resources Development Agency have a good perception of communication indicators, including in the process of stimulating and encouraging communication and collaboration, communicating vision, values, mission, personal policies and strategies, accessible and listening.

The Head of the Human Resources Development Agency of Riau Islands Province provides the widest opportunity for all employees to communicate about organizational matters. The communication is not only about organizational policies and strategies, but also about technical matters in the organization. Communication is encouraged continuously not only between the Head of the Human Resources Development Agency and echelon officials, but also encourages communication between leaders to staff, communication between staff, and most importantly communication between units or fields. Suwandej (2015) argues that communication in public organizations is important for daily tasks in an organization and in providing public services. The results of his research indicate that communication factors significantly affect daily operational activities, encourage performance to achieve organizational goals and encourage organizational success.

Good communication among divisions will have a positive impact on the collaboration and coordination process in the organization. Collaboration becomes the spirit in implementing TQM in organizations because the involvement of all employees from the performance planning process to performance evaluation is absolute. Moreover, with the change in competency development paradigm that leads to the application of ASN CorpU as a new institutional form in increasing ASN capacity, emphasizing the process of building a culture of knowledge sharing and collaboration between relevant stakeholders.

Conclusion

Based on the explanation, the author can draw the conclusion that the strong leadership of the training institution (BPSDM Riau Islands Province) is the main capital for improving the quality of the implementation of training for the State Civil Apparatus in the Riau Islands Province. Strong leadership is described through the attitude, knowledge and ability of leaders to plan, implement and evaluate performance by empowering existing human resources. The perception developed by the employees of the Human Resources Development Agency of Riau Islands Province towards the leadership pattern of their leaders shows a very good perception, of the 8 (eight) indicators of leadership patterns in TQM on average, above 90% of employees agree. This result that employees trust in their leaders is very high. This high trust becomes the capital for leaders to direct existing high-performing resources so that organizational goals can be achieved. However, on the one hand, there is a possibility that employees doubt the leader's commitment to implementing policies, considering that only 48.48% of employees strongly agree while for other indicators, almost over 60% of employees strongly agree. For this reason, leaders must continue to learn to improve the quality of self-competence and evaluate their own leadership performance. Likewise, with strong internal support from Human Resources Development Agency of Riau Islands Province, leaders must continue to build collaborations and synergies so that the implementation of State Civil Apparatus training in the Riau Islands Province for higher quality.

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