

**LEADERSHIP STYLE**  
**MAYOR OF SURAKARTA PERIOD 2005-2010**  
**HANDLING STREET VENDOR IN SURAKARTA**

Husni Mubarak, S.Psi

Dr. Moordiningsih

**Abstract**

Arrangement of street vendor in Surakarta without violent conflict and humanistic way is closely linked to the leadership style of the Mayor as a leader. There are three leadership styles from the Mayor of Surakarta period 2005-2010 in dealing street vendor: first, authoritative leadership style with the missionaries characteristic which focuses on the relationship to envelop the will of coercion, avoids conflict by creating sympathy, avoids formality, and supervision which is meant as creating the impression and attention as behavior in leading. Second, democratic style with the support from administrator organizers behavior such working in a plan by management functions stepping. Third is transformational style which is using the motivation behavior and awareness through appropriate role model and to support organizational objectives. There are many factors affecting the leadership style by the Mayor of Surakarta; family background, education, experience and street vendor view as investor producing the highest revenue of district in Surakarta.

*Keywords: leadership style, the mayor of Surakarta, Joko Widodo, street vendor*

**A. Introduction**

The growing of street vendor throughout the corner of the town results the reduction in public space as a space for community to make social interaction one another. The slums sight causes health issues, esthetic city spatial planning, and crime in the city, also disturbing the pedestrian because there are many buildings or tents where street vendor sell.

Street vendor in international literature is known as term *street vendor* or *street hawker*. *Vend* means to sell, offering something for sale (e.g. in the form of retail objects). *Vendor* means the seller, and *hawk* means offering goods by roaming from house to house, from street to street, and others (A.S. Hornby, 1974).

Street vendor grow and develop long time ago by Surakarta development. Street vendor uses part of the roads or sidewalks in doing their activities. Moreover they also use open spaces and city strategic public facilities as a places for selling. Street vendor' background is very diverse. Most of them are people who have low human resources, both in terms of economic, or level of skill and education. Some are immigrants from outside the city. The reality exists after the New Order shows that the existence of street vendor is an economic support for low economic society. (Tim KOMPIP Solo, 2004).

The controlling process of street vendor as effort to manage the town hall is much influenced by unrest and violence in the implementation. The others cities may find street vendor were chased and be the demolition object by Civil Service Police Unit. It is different from controlling the street vendor in Surakarta. Before being relocated, street vendor are invited to discuss, dialogue and audience. Joko Widodo and the Deputy Mayor FX Hadi Rudyatmo do it for many times even dozen times to make dialogue with street vendor. In the Monument 45 Banjarsari area, for example, it needs long dialogue process, up to 54 meetings, before *Klithikan* traders are willing to be relocated.

The objective of this study is to determine the leadership style and the factors influencing the Mayor of Surakarta leadership in dealing with street vendor in Surakarta.

Joko Widodo as a Mayor of Surakarta sees the condition of the area in Surakarta where ever happened riots and the growing of street vendor which is becoming a serious problem for city spatial planning. The figure of leader should have the vision that can unite all people in society for rebuilding their city.

Leader has the important roles for every change. It seems like what Kotter argues (Draft, 1999 in Yukl 2009) that local leader who uses the authority which is associated and socialized not personalized will bring the officers and members under the leaders to try to solve problems by effective policy forms. According to Yukl (2009) leadership reflects the assumption that leadership related to deliberate process of a person to emphasize the strong influence against others to guiding, making structures, providing facilitate for activities and relationships in a group or organization.

According to Keating (1982) in performing duties, leadership affects the person or group towards a particular goal. Leader is influenced by several factors:

- a. Internal factor which is inside of the leader individual means that the understanding the leader to his leadership, value or something to be achieved in his leadership. The leader way to success in occupying leadership position and the experience that has been had by leader.
- b. The leader's view of people means that the leader's view toward the people who will be led.
- c. The people condition who will be led means that the leader should understand about himself, exactly the relationship in his role as a leader, people being led as individual or group, and the situation where the leadership exists. Based on the notion above, leader needs to take the leadership way and style which brings the benefit for the institution, organization, and people being led or members.

The factors above are something which differentiates for every leader. This paper investigates the factors influencing the Mayor of Surakarta leadership style in handling the street vendor.

## **B. Research Method**

This research is using qualitative approach by designing interviews and participation observation. Electing the informants conducted by purposive sampling, selected informants are the informants who involved in the process of structuring street vendor. Researcher discusses with the Mayor of Surakarta period 2005-2010, Joko Widodo as key informant and goes directly to the vendor community as supporting

informants. Researcher participates in variety of social activities while collecting data that can be observed directly in the field or obtained from the study informants. Researcher directly gets involved to participate in activities of Non Governmental Organizations (NGOs) which is active in mentoring the street vendor and researching the social conditions of Surakarta.

The results of the discussions and interviews are recorded and written in verbatim form. The data obtained from key informants are tested and compared to supporting informants and data in documents form which are discovered when researcher in doing research. After data are being collected, researcher does member code on data verbatim and categorizes it based on researcher needs to answer the objective of the study. Categorization is done by making the conclusion inductively means that the conclusion is decided from specific to general. The final step is researcher interprets the theoretical understanding by linking between the category description obtained and the theory of leadership style.

### **C. Results and Discussion**

The research results that the concept of policy arrangement communication of street vendor of Jokowi called *Academic, Businessmen, and Government (ABG)* means that dialogue followed by the expert from academics, businessmen, and government city. So that policy which taken is the result of comprehensive study by the expert, the policies programs affected and officials city government who runs the policy. Jokowi views the street vendor as investors who contribute the largest local income (revenue of district) in Surakarta. So that street vendor are positioned as formal business units which their interests are licensed and protected as investors in ABG.

Jokowi planning based on the real data owned by the Department of Market Management in a form of quantitative and qualitative data. Quantitative data is the number of street vendor in several locations. According to Nawawi (2003) the planning conducted by Jokowi included in behavioral characteristics of style organizational leadership and administrator as characteristic style of behavior support democratic leadership.

According to Sukanti (in Nawawi 2003) approach taken by Jokowi is one of the

characteristics of democratic leadership that is all wisdom and policies done in the group discussions and decisions taken by encouragement and support from the leader. The activities are discussed, general steps for the group's goal are made, and if it is necessary to make technical guidelines, the leader suggests two or more alternative procedures to be selected. The members are free to work with anyone they choose and share the duties determined by group assignment.

City government bureaucratic mindset change is to support the street vendor management policy. Merging of street vendor agencies and market management agencies is to streamline bureaucracy for make easy to manage former street vendor which has become a market trader after being relocated.

Controlling the number of street vendor in certain area is done by *Zero Population Growth* concept means that locking the number of street vendor in certain location. There will be no new street vendor in locked location. The locked street vendor data in certain location will be the reference how many street vendors will be laid and managed by the Office of Management Market (DPP) government Surakarta. This concept directs the focus, right accordance with the objectives and targets.

According to Nawawi (2008), easy of bureaucratic and non-formal sudden inspection as a form of supervision and approach is to catch the aspiration of market traders and street traders. This approach pattern is to establish a sense of empathy and sympathy from traders in order to upgrade process emotionally binding to policy. Including in missionary leadership style supports the type of authoritarian leadership. Leaders prioritize relationship orientation with members of organization, so leader always looks friendly, lots of smiles, familiar, kind, and helpful to envelop his enforcement and will.

Surakarta as Ecoculture City is the Mayor vision to develop friendly investment city. Street vendor's mindset change as investor is to make it happen. Vision is the main components of transformational leadership. (Antonakis & House, 2002; Bass & Avolio, 1989; Kim, Dansereau, & Kim, 2002 in Yukl 2009). Vision also makes movement for a lot of changes on organizational culture (Deal & Kennedy, 1982; Trice & Beyer, 1993 in Yukl 2009). Vision also helps to steer the efforts of workers to job training and innovative

outcomes (Amabile, 1996, 1998; Mumford, Scott, Gilson, & Strange, 2002 in Yukl, 2009).

There are several factors influencing Jokowi leadership on managing street vendor in Surakarta. His family who educate him the simplicity and hard to work shape Joko Widodo personality as a figure who is able to make approach related to the relationship between street vendor policy arrangement of and street vendor conditions for avoiding conflict. Education which is taken effects the internalization of simplicity and spirit for effective learning. It is observed from simple and mature planning concepts and serious escort arrangement of street vendor.

The other factors are Joko Widodo understanding on street vendor condition in Surakarta which gets failed in management while they can be invited to share and make dialogue. Communication pattern developed by Joko Widodo is able to combine his leadership style for facing street vendor condition right now.

His experience in handling the export furniture business inspires Jokowi on leading Surakarta. His negotiation and business journey on aboard inspire his leadership as Mayor of Surakarta. It is observed from street vendor management policy program and how to communicate to catch aspirations of the people through repast and direct dialogue. Changing the mindset of street vendor as investors which also contribute to build the cities through cooperative cooperation

#### **D. Conclusion**

From the results of the discussion of the research result concludes that there are three types of leadership styles combined by Mayor of Surakarta period 2005-2010 in handling street vendor. First is democratic leadership style which is supported by organizational administrator behavior. Second, missionaries leadership style which supports authoritarian leadership style. The third is transformational leadership style.

A leader needs to combine the leadership style to run the leadership in solving the problems. The appropriate combination will support the successful leadership. It is related to the factors influencing the leader individually. Internal factor means that the family background, education, and experience. External factor means that the people condition under his leadership and the leader paradigm on viewing his people.

Leadership style based on the condition and style of street vendor is needed in leadership context for handling and dealing also managing the street vendor. Democratic and transformational leadership style is needed for making approach to active association in society. Authoritarian leadership style by missionaries characteristic is needed in dealing with street vendor without organizing tendency and it needs emotional empathy for binding in one view of arrangement which benefits each other between street vendor and City Government. Leader understanding on group condition which is led is really important for choose the leadership style combination. Good planning and transformation of vision are needed to create the mission for accommodating the interests for every side related to leader policy.

## References

- Hornby. (1974). *Oxford advance learner's of current english*. London: Oxford University Press.
- Joko widodo, wali kaki lima. Tempo edisi khusus (2008, Desember 22-28).
- Kartono, Kartini (2008) *Pemimpin dan kepemimpinan-apakahpemimpin abnormal itu?* Jakarta: Raja Grafindo Persada.
- Keating. (2004). *Kepemimpinan, teori dan pengembangannya*. Yogyakarta: Kanisius.
- Masyarakat marjinal di Kota Surakarta* (2004). Surakarta: Konsorsium Monitoring dan Pemberdayaan Institusi Publik (KOMPIP).
- Nawawi. (2008). *Kepemimpinan mengefektifkan organisasi*. Yogyakarta: Gajah Mada University Press.
- Robbins. (2006) *Perilaku organisasi*. Jakarta: PT. Indeks
- Safari (2004) *Kepemimpinan*. Yogyakarta: Graha Ilmu
- Yukl, Gary (2009). *Kepemimpinan dalam organisasi*. Jakarta: Indeks.