

# THE IMPACT OF PUBLIC POLICY IMPLEMENTATION AND GOVERNOR'S LEADERSHIP TOWARD THE EFFECTIVENESS OF HUMAN DEVELOPMENT PROGRAM ACCELERATION IN WEST JAVA

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## Abstract

*In this paper, the effectiveness of human development program acceleration by public policy implementation and governors leadership described. The poor quality of human resources is the most fundamental weakness for many developing countries, including Indonesia. There are three parameters used to measure the human development achievement, which are: (1) level of health and length of age represented by Life Expectancy Rate; (2) education which is measured by literacy rate and education degree; (3) income which is measured by the level of people's financial. Poor planning in making policy and poor Leadership in managing government were the factors of the officials' ineffectiveness as policy implementator in actualizing each program and activity. Primary data source are obtained directly from the subject of human resources development in the province of West Java by using questionnaire. This secondary data are obtained through written source investigation from the related institutions, as well as others relevant sources. The population in this research is every part which is directly or indirectly involved in the funding program of acceleration competition increasing human development index in West Java Province. The Policy Implementation is hypothesized having a significant impact to leadership. The policy Implementation is hypothesized having significant impact to the effectiveness of human resources development. Leadership is hypothesized having significant impact to the effectiveness of human resources development. The Policy Implementation and Leadership are hypothesized collectively having significant impact to the effectiveness of human resources development.*

*Keywords: Public Policy, Human Development Program, Governors leadership  
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## 1. Introduction

The poor quality of human resources is the most fundamental weakness for many developing countries, including Indonesia. Based on experience during economic crisis, countries with better quality of human resources would get through the crisis faster than those without such quality. The most notable countries are South Korea, Japan, Thailand, and other countries. Moreover, Singapore was the only country which stood still while the neighbour countries were knocked down by the crisis. Clearly, directly or indirectly, the human resources quality plays an important role and determines the economic development. The indicators of human resources quality are education and health. Developing countries, such as Indonesia, need high quality of human resources to accelerate its economic development.

Every development, both in central and regional scale, is intended to balance the development between two areas, especially economic and human resources development. It is because the goal of a development, at the end, must achieve the improvement of human quality. In recent years, United Nations Development Program (UNDP) proposed a better indicator to measure developments achievement, which is through Human Development Index (HDI).

Human Development Index is a tool that can be used to measure the level of developments achievement by using "human centred development" paradigm. There are three parameters used to measure the human development achievement, which are: (1) level of health and length of age represented by Life Expectancy Rate; (2) education which is measured by literacy rate and education degree; (3) income which is measured by the level of people's financial. The standard of HDI for advanced countries is >80.00 (high),

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50.00-80.00 for developing countries, and less than 50.00 (low) is for the third world countries. Based on UNDP reports, Indonesia HDI rate tendency is increasing (from 67.70 in 1999, 69.70 in 2005, and 71.10 in 2006). According to UNDP, Indonesia is ranked 108 of 177 of surveyed countries with 71.1 HDI in 2006.

West Java is one of the most strategic provinces in Indonesia because it is located near the capital city of Indonesia, and because of its sufficient large area, potential natural resources, and large occupants. Those are potencies. However, such potencies, yet, cannot raise West Java as the most advanced province in Indonesia, as stated in its vision "By faith and devotion to God, we proclaim that West Java will be the most advanced province and the most leading capital partner in 2010."

Yet, the performance of development in West Java is not effective and efficient, despite the large budget, which is about 5 trillion rupiahs. The program and activity outcomes do not impact much on the development of West Java society. It can be seen from 2004 HDI data, that West Java is ranked 14, scoring 69.10, while West Java is targeting 80 HDI in 2010. Target and realization of HDI development in West Java can be seen in Figure 1.

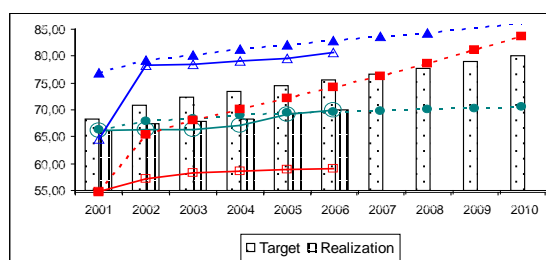


Figure 1 HDI Target and Realization Graphic, and 2001 – 2010 West Java Macro Index

Actually, West Java government is already committed to apply their mission to achieve the prosperity of West Java Society by targeting 80 HDI in 2010. Those policies seemed unsuccessful even though they are fine conceptually. The programs and activities that have been conducted by West Java Government are:

- (1) In 2001 – 2002 periods, when the commitment of achieving 80 HDI is proclaimed, the policy of West Java Government was to increase the budget of development in several sectors related to HDI in West Java Budget, such as education, health, economic sectors. However, due to the authority of regional government is limited (according to Regulation Number 22/1999), the large amount of budget was not effective to increase the HDI. Official institutions in West Java could not perform operational activity in education, health, and economy because the large portion of authority is given to regent governments.
- (2) Realizing the obstacle, a policy to decentralize a part of HDI development budget to regent governments was taken in 2003. However, the Regulation Number 22 /1999 stated that province and regency are considered as autonomy areas and have no hierarchical relation.

Therefore, province governments could not deliver decentralized, *deconcentration*, or assistance task to regent governments. Instead, the possible task is assistance task to villages. Based on that, RAKSA DESA program is launched. The program is in form of giving 100 million rupiahs stimulant fund to each village to increase village infrastructure and village economy (increasing financial level), followed by *Smart and Healthy Village* program to increase the aspects of village's education and health. The assumption taken form the launch of *Raksa Desa* Program is: "If the HDI of villages increases, the HDI of regency/city will also increase. And if the HDI of Regency increases, the HDI of Province will also increase."

- (3) After two years, it was realized that Village IPM increase through *Raksa Desa* program was not sufficiently effective, due to several weaknesses of the program: (a). In *Raksa Desa* program, all villages (5.796) were treated in equal (the amount of fund and the training/advocacy were the same), whereas the characteristics and readiness of those villages were different; (b). *Raksa Desa* program was given to each village only for one year (because the next year the program was given to another village), while the continuity of the program had not been developed optimally; (c). The province government did not control and advocate those villages maximally because of the range was too wide, while the participation of regency city was also not optimal.
- (4) *Smart and Healthy Village* program was discontinued, that in consequence, the education and health of the village were managed separately.

With deeper analysis, the failure of the programs was caused by several factors, which are:

- (1) The weakness of policy implementation basically was poor working culture of the government officials. The officials were accustomed with routine activity, chained in complicated bureaucratic system, and not initiative. It was rare to see that the officials are creative and innovative in implementing policy or giving suggestion to their leader in making policy that is effective and can accelerate development.
- (2) Most of the government's aids in form of goods and fund did not educate people. In this case, people were objects that were not involved in development. In consequence, they lacked of responsibility to their success. The synergy between government institutions, government with people, and people with people are important that they must be flourished to bring a more transparent and accountable development goal. Moreover, it is important to remember that we are responsible to develop based on HDI indicators. Here, the leadership of a governor is needed to synergize all of the regional governments and stakeholders.
- (3) The Monitoring Process and Programs Evaluation were not optimal and ineffective. It causes the implementation of several excellent programs are failed

to conduct. Monitoring and Evaluation availability must involve each component in the process of implementation and make comprehensive revision.

Based on the above phenomenon, the ineffectiveness of Human Development Index acceleration in West Java presumably caused by the ineffectiveness of policy implementation and leadership of the governor. Poor planning in making policy and poor leadership in managing government were the factors of the officials' ineffectiveness as implementation policy in actualizing each program and activity. Moreover, the officials were lack of ability to improvise and innovative, it is indicated by poor monitoring and evaluation system on the each program and activities. Thus, it is not a wonder if the chosen efforts to increase the HDI as development indicator were hindered.

Based on experience and research, in 2005, West Java Government launched *Program Pendanaan Kompetensi* (Competence Funding Program) called PPK-IPM, which was the government's commitment to accelerate Human Development Index (HDI) to 80 in 2010. This program is unique because it applied funding pattern with particular competitive mission, based on performance excellence. The program was also development program based on people participation. This activity was continual activity and not merely physical investment. Regencies must pass competency process and not all of regencies will gain this program. In acquiring the fund, the regency government must design a continual program which can increase HDI to 80. Then, the government must plan the investment which is needed to achieve the program. All of the proposed programs must refer to people prosperity with gradual HDI 80 target, according mission budget based on the amount of competed fund.

To support *PPK-IPM* implementation, forming Independent Reviewer is a must. The reviewer consist of West Java Government Officials, Universities, Professionals, NGO, and Press to make sure that there is no intervention from any parties. Technical implementation regulations are also needed to make sure that there is no goal deviation. Such regulations must contain focus, strategy, and characteristics. Here, effective policy implementation and leadership of a governor as the chief of West Java Government and the chief of *PPK-IPM* (Competence Funding Program – HDI) are needed to organize regional government officials in order to accelerate HDI development in West Java.

## 2. Problems Identification

In accordance with the background of this research, the research problems which are going to be investigated are limited to:

- (1) How is the impact of policy implementations which are carryout by the province government toward the effectiveness of human development program acceleration in West Java.
- (2) How is the impact of governor leadership as the chief of province government toward the effectiveness of

human development program acceleration in West Java.

- (3) How is the collective impact of policy and the Governor leadership as the chief of province government toward the effectiveness of human development program acceleration in West Java.

## 3. Theoretical Framework and Hypothesis

Policy is generated from society's needs and demands. In other words, the origin of a policy is based on problems happen in the society. Policy which is taken by the government as the public administrator should orient and serve the society's interests. Dye defines policy as whatever government chooses to do or not to do [25]. Moreover, Anderson states that policy is a purposive course of action followed by an actor or set of actors in dealing with a problem or matter of concern [13]. Both definitions show that public policy is all actions either as election or rejection on something concerning goals which are intended to accomplish through authorize public holders' programs.

Process of public policy is composed of a functional environment system which comprises of environment policy formation, environment policy implementation and environment policy evaluation [13]. Policy implementation plays a crucial role. Udoji in [22] states that the execution of policies is an important if not more important than policy making. Policies will remain dreams or blue prints file if they are not implemented.

Edward III (1980:10) purposes that there are four crucial factors which support success of policy implementations, they are [10]:

### (1) Communication

For implementation to effective those whose responsibility, it is who implement a decision must know what they are supposed to do. Orders to implement policies must be transmitted to the appropriate personnel and then must be clear, accurate, and consistence.

### (2) Resources

No matter how clean and consistent implementation order and no matter how accurately they are transmitted, if personnel responsible for carrying out policies, lack of resources to do an effective job, implementation will not be effective.

### (3) Dispositions

The disposition or attitude of implementation is the third critical factor in our approach to this study of policy implementations. If implementation is processed effectively, not only implementer knows what to do and have the capability to do it, but they must also desire to carry out a policy.

### (4) Bureaucratic Structure

Even if sufficient resources to implement a policy exist, an implementer know what to do and how to do it, implementation may still be the wanted because of deficiencies in bureaucratic structure organization fragmentation may minder the coordination necessary to implement successfully a complex policy requiring the cooperation of many people and it may also waste scare resources, in habit change create confusion, lead to policies

working at cross purposes, and result in important function being overlooked.

As the highest leader, Governor possesses strategic role in formulating and implementing effective policy. The visionary leadership is the critical factor to the development success. Leadership is an activity to impact people in order to direct them to accomplish organization's goals. This is in line with Hersey and Blanchard [1] who emphasizes that leadership is an effort or a process which impact individual's activities or group to accomplish goals within certain situation. According to [23] leadership is the core of management activities. Leadership can be said as motivation or motivator of all sources and resources of organization. The success of an organization in accomplishing the intended goals would be greatly depending on the leader of organization's ability. If the leader is able to excellently perform his leadership and to optimally utilize the organization sources, hence the organization's goals will be optimally accomplished.

According to W. J. Reddin in [20] every leadership has its own orientations. Reddin identifies three orientations of leadership, they are:

1. Task orientation shows the stage where a leader is aware of the relationship between the tasks inside his organization and the rest of the organization personnel and himself. Efforts which can be done are, for examples: organizing and giving directions.
2. Relation orientation shows how far a leader is aware of the work relationship between him and personnel within the organization. Efforts which can be done are, for examples: giving trust and rising up motivation.
3. Managerial effectiveness shows how far a chief can affect organization personnel, so that success of the goals accomplishment in organization is the organization success in accordance with the positions' requirements. Reddin gives special attention to effectiveness dimension because it is the most determining dimension in leadership style of an organization.

The accomplishment of effective policy and leadership encompass values of the accomplishment of organization's effectiveness from those who carry out the policy themselves. It is like what purposed by [24] that the effectiveness refers to degree how much the organization performs its intended mission. The organization's effectiveness can be measured from: effort, impact, adequacy of performance, and cost of effectiveness and process. Based on the three variables, it can be postulated that if policy implementations and leadership which are administered by the governor are effectively carried out, thus acceleration of human development thought HDI in West Java will be effectively performed.

Policy implementation which achieves effective objectives in accordance with leader's hope is a model of policy implementation which has a close relation with the related sides of the policy. It is built based on the similarity point of view, both in its concept and also in its implementation (Cairmey, 2007). The criterion of policy

implementation which achieves success is determined by consistent leadership communication of a message which is brought by every form of policy [21]. Those two researchers suggested that the province and city government always socialize every stage of achieved activities by involving wide networking and also keep giving respond to the changes by maintaining healthy and dynamic mechanism.

Beside communication factor, according to [21] there are some others factor need to be concerned by a leader in implementing the policy in order to be achieved effectively. These factors are applying accurate strategy, fulfilling public wishes and act accommodatively to the latest dynamic and as a leader, the most needed one in this context is the ability to be consistent. The result study is appropriate with [15] Makinde's finding which explains that a clear leadership communication is a basic dimension in implementing policy. The writer suggested that leader's communication is going to become a precise media in transforming policy to the lower government institution.

The policy implementation which is based on a clear communication, it is not only have an impact on regional leadership, but also on the development of human resources, especially in the improvement of human resources living quality. This is research finding of Lane & Ersson [14]. Moreover, the researchers explains that the accurate policy implementation becomes a trigger of revival the society economical force which is free from corruption pressure. This step is going to motivate the fundamental changes of human resources to a betterment., with a condition the regional government is able to create political stability. Thus, it can be explained that the accurate policy implementation is going to have an impact to the development of human resources which is signed by the improvement of society living quality. However it needs to be activated by a good economical growth and a good political stability.

In this context, *top down theories* which were pioneered by Presman and Wildavsky (1973) as it is explained in [18] that bureaucratic procedure needs to be built to confirm the policy implementation in accordance with the expected work. According to top down theories, there are six criteria which are needed in measuring the policy implementation which is able to push the acceleration of human resources development: 1) The policy objectives must be clear and consistent, 2) The acceleration program of human resource development is based on validity concept, 3) The process of policy implementation is arranged accurately, 4) The subject of policy implementation has to have commitment in achieving its objectives, 5) There is strong support from executive and legislative level, 6) It does not cause the appearance of social economy clash in the society.

As a leader, to fulfill the requirements of policy implementation, as explained above, it needs a hard work. Therefore, according to [3] that leadership approach which tends to give inspiration to the involved sides in the acceleration of human resources development so it can give a contribution is one thing which is not least important. The leader's role really determines the success of policy implementation. In the hand of a leader, the direction of

policy implementation can be controlled in the determined corridor. The conclusion is that the leader has a great contribution in determining the policy implementation effectivity of human development [4] (Aarons, 2006). As a success leader in the acceleration of human resources development, his success can be seen from his ability aspects in accommodating the changes which are determined by time allocation, opportunity to achieve success, and also gender aspect. The result study of [3] believes that those three things become catalysts which strengthen acceleration achievement of human resources development as many as 23%.

Other study explains that the successful human resources development is really determined by synergic interaction among leader, organization components and supported situation [6]. In this case, the authority delegation from higher bureaucratic institution to the lower one is a key factor of success in the human resources development. A good leader's role in pushing the acceleration of human resources development program is to understand more about many things that happened around the program implementation as well as to make maneuver in influencing others people attitude and institutions both directly and indirectly [19]. There are four approaches that can be carried out by a leader in acceleration program of human resources development. There are "telling, selling, participating, and delegating". The result study describes that selling aspect has 48.29 % contribution, participating has 28.60 % contribution, telling has 16.21% contribution, and finally delegating gives 6.90% contribution in determining the success of human resources development program acceleration.

The most important factor in this case is to develop synergic partnership pattern among government bureaucratic institutions, so that it is going to be found the acceleration process of human resources development in the scope of the expected program. However, that needs openness and activities from all sides including the society by establishing dialogic spirit among the stakeholders [16]. Commemorating the acceleration of human resources development, the role of society and the government institution leader are totally determining, as it is stated in the result study of [16] Nelson that the society contributes 78 % and leader in this term is the regional government 69 % in determining the success of human resources development program acceleration. The success of human resources development program acceleration in a region is going to determine the regional success in achieving competitive superiority in the environment of competitive world [12]. Fatherly, the writer explains that a good leader is a leader who is always oriented to human resources development.

The development which is carried out by the government is always putting forward human resources development in the internal organization so that it prepare in elaborating the acceleration program of human resources development which is oriented to a wide society. Through this way, it is easier to investigate what the society's wants in development [9] (Commissioner for Public Employment, 2001). The result study which was carried out by UNDP (2007) found that a leader who has commitment to human resources development can be seen from his attitude ability toward five things which are abbreviated into HUMAN. There are: hear, understand, motivate, acceptable, negotiate.

However, the human resources development which is based on HUMAN is going to deliver autonomy and the society ability to make an attitude choice towards what he believes well in his way of life. Beside that, the society has free rights to determine a choice as a symbol of democratic revival in the society's life. The society also can take up an open control towards government implementation, so that civil society has main role as developing agent and not only becomes an object [26].

Based on the framework of thought which is explained above, the formulation of the research theoretical model is:

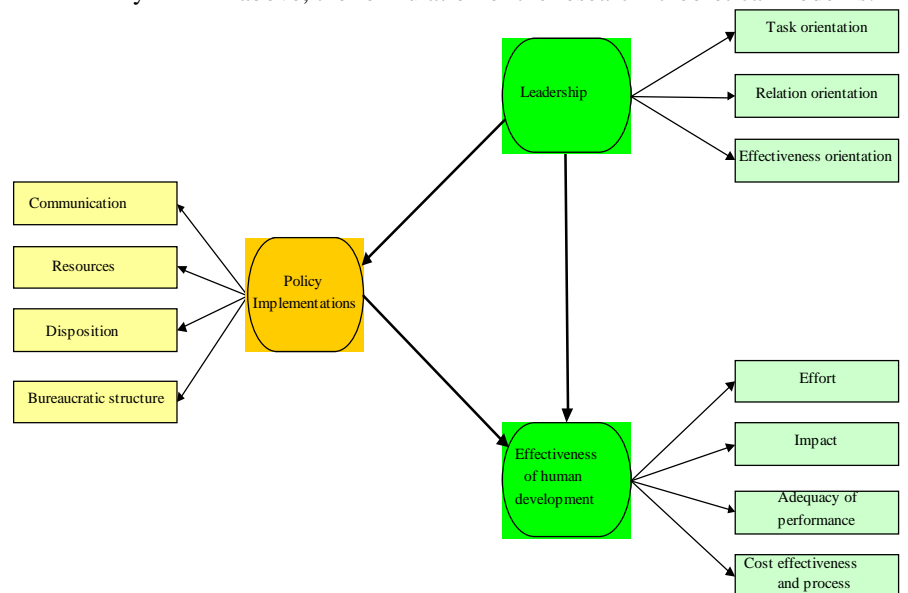


Figure 2 Theoretical Framework Model

#### 4. Research Hypotheses

Based on the formulation of theoretical framework as explained above, the research hypothesis is:

- 1) Policy implementation has an impact on the governor leadership and the effectivity of human development in the province of West Java.
- 2) Governor leadership has an impact to the effectivity of human development in the province of West Java.
- 3) Governor leadership has an impact on the policy implementation and the effectivity of human development in the province of West Java.
- 4) Policy and governor leadership collectively have an impact to the human resources development in the province of West Java.

5. Operating the variables

Variables	Dimensions	Indicators
Policy implementations (ξ <sub>1</sub> )	Communication (X <sub>1</sub> )	<ul style="list-style-type: none"> <li>• Transmitting information</li> <li>• information Clarity</li> <li>• information frequency</li> <li>• Information consistency</li> <li>• Receiving Information</li> <li>• Problems solving</li> </ul>
	Resources (X <sub>2</sub> )	<ul style="list-style-type: none"> <li>• Employees' skill</li> <li>• Cost</li> <li>• Available equipments</li> <li>• Facilities</li> <li>• Human resources</li> <li>• Data accuracy</li> </ul>
	Disposition (X <sub>3</sub> )	<ul style="list-style-type: none"> <li>• Task Comprehension</li> <li>• Ability to perform tasks</li> <li>• commitment on the task</li> <li>• Establishment of policy</li> <li>• Implementation of policy</li> <li>• Priority of policy success</li> </ul>
	Bureaucratic structure (X <sub>4</sub> )	<ul style="list-style-type: none"> <li>• Work division</li> <li>• Work unit coordination</li> <li>• Work procedures</li> <li>• Giving orders</li> <li>• Responsibility and authority</li> </ul>
Leadership (η <sub>1</sub> )	Task orientation (Y <sub>1</sub> )	<ul style="list-style-type: none"> <li>• Task accomplishment</li> <li>• Focus on the work</li> <li>• Work plans</li> <li>• Work standard</li> <li>• Work procedures</li> <li>• Instructions</li> </ul>
	Relation orientation (Y <sub>2</sub> )	<ul style="list-style-type: none"> <li>• Close relationship</li> <li>• Familiarity</li> <li>• Coordination</li> <li>• Deliberation</li> <li>• Relationship preservation</li> </ul>
	Effectiveness orientation (Y <sub>3</sub> )	<ul style="list-style-type: none"> <li>• Work accomplishment</li> <li>• Time of accomplishment</li> <li>• Target</li> <li>• Comparison of result and cost</li> </ul>
Effectiveness of human development program acceleration (η <sub>2</sub> )	Effort (Y <sub>4</sub> )	<ul style="list-style-type: none"> <li>• The presence of sanctions for those to exhibit disobedience</li> <li>• Determination to establish sanctions</li> </ul>
	Impact (Y <sub>5</sub> )	<ul style="list-style-type: none"> <li>• Faithfulness on the sanction toward any kinds of violation of policy</li> </ul>

6. Population and Sample

In collecting the data, there are several sources that can become references. There are primary data source and secondary data source. The explanations of poor planning in making policy and poor leadership in managing government were the factors of the officials' ineffectiveness as policy implementer in actualizing each program and activity two kinds of data are:

- 1) Primary data source. Primary data source are obtained directly from the subject of human resources development in the province of West Java by using questionnaire. Besides that, to deepen the information about analyzed variable, the writer uses in-depth interview to reveal empirical facts.
- 2) Secondary data source. This secondary data are obtained through written source investigation from the related institutions, as well as others relevant sources. To get clearer explanation, it can be observed from this table :

The table illustrates the kinds of data, its specification, its instrument in collecting the data source. The table above shows there are two kinds of data which are used in writing this dissertation. There is primary data with the resulted data specification are ordinal and demographic data. To collect

those data, it is used questionnaire instrument which is directed to the subject of human resources development. The second kind of data is using secondary data especially the one which is related to human resources profile.

Table 1. Data Source Table

Kinds of Data	Data Specification	Data Instrument	Data Source
Primary Data	Ordinal Data, Demographic Data	Questionnaire	The Subject of Human Resources Development
Secondary Data	Profile of West Java Human Resources	Annually Report	Related Institutions

To confirm the research instrument meets the standard of validity and reliability in measuring the accuracy of variable indicator, it is used validity and reliability test. The explanations of those two tests are given below:

a. Validity Test

Validity test is carried out to show how far the measurement device, which is used, measure the thing that wants to be measured, or how far the measurement device which is used right on the measurement target. By validity test, if the test result is valid, the calculation result and data analysis would be consider valid or acknowledged and can be accepted. The validity of measurement device is fix and constancy standard in making an evaluation, or in other word whether the measurement device (the questionnaire) has already been correct.

Therefore it could be said that the higher the validity of a test device, the test device will be more on target, or shows more the thing that should be measured. The validity points to the accuracy and frugality in running its measurement function. A test can be said having a high validity if the test runs its measurement function, or give measurement result suitable with the meaning and the objectives of having the test or the research.

The research data analyses procedure which is using path analyses. Path analyses is developed by Sewall Wright (1934) with purpose to explain direct and indirect variable, independent variable as causal variable to other variable (dependent variable) aticaly path analyses follow these structural The research uses data analyses procedure which is using path analyses. (Nirwana SK Sitepu, Analisis Jalur, UNPAD, 1994). System model patterns:

$$\begin{aligned}
 Y_1 &= F_1(X_1, \dots, X_n; A_{11}, \dots, A_{1k}) \\
 Y_2 &= F_2(X_1, \dots, X_n; A_{21}, \dots, A_{2k}) \\
 &\cdot \\
 &\cdot \\
 Y_p &= F_p(X_1, \dots, X_n; A_{p1}, \dots, A_{pk})
 \end{aligned}$$

Which show causal relation of every X variable as variable causal to every Y as affected variable.

Before having path analyses, it is made diagrammatic description previously about the causal relation structure among the causal variable and the effected variable. This



diagram is called path diagram and its form is determined by theoretical proportion which comes from the determined frame of thinking.

1. Structural Equation Modelling (SEM)

In path analyses, there are terms exogenous variable in this case is the causal variable (X), endogenous variable which is effected variable (Y), and there is also residual variable, this variable states that there is other variable outside the known causal variable which influence unidentified effected variable by theory or error measurement, or component which is random (random component). The model uses Structural Equation Modeling = SEM to determinate the validity of questionnaire items is seen from loading parameter value on its *Measurement Model*. Mathematically the general equation of the measurement model is :

$$\mathbf{x}_{(p \times 1)} = \mathbf{\Lambda}_{(m \times l)} \mathbf{F}_{(m \times 1)} + \boldsymbol{\varepsilon}_{(p \times 1)}$$

Where,

- X** = vector indikator of construct (latent variable / factor)
- Λ** = Matrik loading vector
- ε** = measurement error vector

The *loading* vector value on the measurement model, or in this case, the parameter values on matrix element **Λ** states the validity value of indicators on a certain construct. According to [2], there are to suggestions in interpreting the *loading* value on the certain construct. There are:

- 1) The first suggestion is not based on mathematical proportion. It is just practical guidance (*rule of thumb*), which is often used in factor analysis or *measurement model*. The rule is the loading value is more than + 0.30. It is stated meaningful or significant; loading value is more than + 0.40. It is stated more significant; and if the loading value is more than + 0.50. It is stated very significant. This guidance is suggessted fo the number of ssample more than 50.
- 2) Loading shoes correlation measurement between variable and its construct. Therefore loading signification can be used simple correlation signification with level of 5% and 1% . Each loading value are at least + 0.19 and + 0.26 if the sample measurement is at least 100. If the sample measurement is at least 200, the loading value for significant level is at least + 0.14 and + 0.18. and if the sample measurement is at least 300. The loading is stated significant on + 0.11 and + 0.15.

Based on the explanation above, this research is going to use loading value limit 0.11 because the number of sample which are going to be taken are 303 and signification level 5%. It is clearly said that if an indicator has a loading value more or equal to +0.11, the indicator is stated valid in measuring the obseved construct.

c. Path Analysis (Path Diagram)

In the description of Path diagram, it is fixed with theoretical proportion in the frame of thinking, which describe direct

relation among the variable this is the example of path diagram:

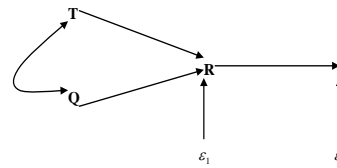


Figure 3. The example of Path diagram

From The Figure 3, it can be observed that direct causal relation between R and S, direct causal relation between T an Q to R, indirect causal relation between T and Q to S which is marked by one direction bow sign, and correlational sign. The equation for the path diagram in the Figure 3 is:

$$R = P_{RT}T + P_{RQ}Q + P_{R\epsilon_1} \epsilon_1$$

$$S = P_{SR}R + P_{S\epsilon_2} \epsilon_2$$

With P states the number of path coefficient numeric for each variable to other variable. While correlation coefficient is stated by  $\rho_{TQ}$  as the number of correlation between variable T and Q.

To determinate the number of path coefficient for every variable. There several steps that could be carried out:

- 1). Describe clearly the path diagram that reflects the proposed hypotheses proportion si that it will be clear which one is exogenous variable (free variable) and which one is endogenous variable (bund variable).
- 2). Count correlation matrix among variable, in this form:

$$R = \begin{bmatrix} 1 & r_{X1X2} & \dots & r_{X1Y} \\ & 1 & \dots & r_{X2Y} \\ & & \dots & \dots \\ & & & 1 \end{bmatrix}$$

with r,.. is correlation among variable, which is counted by this partial correlation formula (TW Anderson, An Introduction to Multivariate Statistical Analysis, 1984)

$$r_{1j.q+1....p} = \frac{S_{ij.q+1....p}}{\sqrt{S_{ii.q+1....p}} \sqrt{S_{jj.q+1....p}}}$$

With  $r_{ij.q+1....p}$  is partial correlation between  $X_i$  and  $X_j$  with  $X_{q+1} \dots p$  constant and s states varian-covarian among the variable.

- 3). Identify sub-structure and equation that will be counted their path coefficient. For example, it is identified an exogenous variable X and an endogenous variable Y (Always only one), which is stated by this formula :

$$Y = P_{X1Y} X_1 + P_{X2Y} X_2 + \dots + P_{XnY} X_n + \epsilon$$

- 4). Count correlation matrix among exogenous variable that compose sub structure, through this formula :

$$R_I = \begin{bmatrix} 1 & r_{X1X2} & \dots & r_{X1Xn} \\ & 1 & \dots & r_{X2Xn} \\ & & \dots & \dots \\ & & & 1 \end{bmatrix}$$

- Count invers matrix of four steps of count  $R_I^{-1}$  though this formula;

$$R_I^{-1} = \begin{bmatrix} C_{11} & C_{12} & \dots & C_{1n} \\ & C_{22} & \dots & C_{2n} \\ & & \dots & \dots \\ & & & C_{nn} \end{bmatrix}$$

- Count path coefficient  $P_{XiY}$  with  $i=1,2,\dots,n$  though this formula;

$$\begin{bmatrix} P_{X1Y} \\ P_{X2Y} \\ \dots \\ P_{XnY} \end{bmatrix} = \begin{bmatrix} C_{11} & C_{12} & \dots & C_{1n} \\ & C_{22} & \dots & C_{2n} \\ & & \dots & \dots \\ & & & C_{nn} \end{bmatrix} \begin{bmatrix} r_{X1Y} \\ r_{X2Y} \\ \dots \\ r_{XnY} \end{bmatrix}$$

- Count path coefficient  $R_{Y(X1,X2,\dots,Xn)}^2$  which states Total Determination  $X_1, X_2, \dots, X_n$  to  $Y$  with this formula :

$$R_{Y(X1,X2,\dots,Xn)}^2 = \begin{bmatrix} P_{X1Y} & P_{X2Y} & \dots & P_{XnY} \end{bmatrix} \begin{bmatrix} r_{X1Y} \\ r_{X2Y} \\ \dots \\ r_{XnY} \end{bmatrix}$$

- Count path coefficient  $P_{Y\epsilon}$  for residual variable based on this formula:

$$P_{Y\epsilon} = \sqrt{1 - R_{Y(X1,X2,\dots,Xn)}^2}$$

Before making a conclusion about causal relation which is described by path diagram, it needs to be tested the signification of every counted path coefficient. This Test is called Theory Trimming. The steps that should be carried out are:

- State the hypotheses statistic that will be tested

$$H_0 = P_{XiY} = 0$$

$$H_1 = P_{XiY} \neq 0 \quad \text{with } i=1,2,\dots$$

- Count test statistic (t-counted) by this formula:

$$t_i = \frac{P_{XiY}}{\sqrt{\frac{(1 - R_{Y(X1,X2,\dots,Xn)}^2) C_{ii}}{(n - k - 1)}}$$

$k$  = the number of exogenous (free variable)

$t_i$  = distributed t-student with  $dk = n - k - 1$

- Determine the critical point (t-table) as rejection criteria.  $H_0$ , It means reject  $H_0$  if t-counted is bigger than t-table for certain  $\alpha$  (meaning level) and  $dk$  (free degree) as much as  $n - k - 1$ . Distribution t table be seen in statistic book appendix.
- Determine the conclusion if  $H_0$  is accepted, the path coefficient is not significant and vice versa. If  $H_0$  is rejected, the path coefficient is significant.

*d. Reliability Test*

Reliability is a term which is used to show how far the measurement result is relatively consistent if the measurement is repeated more than once. Reliability means the trust level of the measurement result. The measurement which has high reliability is able to give reliable measurement result. In this research to test the instrument reliability, it is used *construct reliability* calculation which is given by Hair *et.al*, 1992 . The formulation is:

$$Construct\ Reliability = \frac{(\sum Std. Loading)^2}{(\sum Std. Loading)^2 + \sum Var(\delta)}$$

*Std loading* is *standardized loading* and  $var(\delta)$  states the diagonal of matrix of measurement error correlation (matrix *theta delta*). By using this criteria, a construct is stated reliable if the *Construct Reliability* value more than +0.50.

**7. Technique of Data Analysis**

This research uses *structural equation modelling techniques*. It is intended to predict sum of changes of  $\xi_1$  variables if the  $\eta_1$  or  $\eta_2$  changes.

Figure 4 above is a whole series of thought concept. It needs to be translated verbally so that there is similarity in point of view in interpreting analysis model. The intended mode is built of conceptual framework that has been proposed on the previous chapter.

There are two measurement components in elaborating stripe diagram, as they are shown in Figure 4 the measurement model and structural equation modeling. Here are the elaboration of those two models: (1) Exogen measurement model of policy implementation.

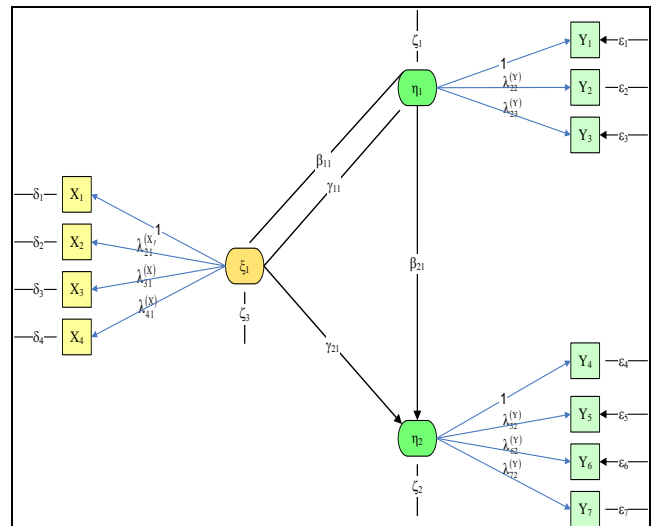


Figure 4 Statistical Testing Model

Observing Figure 4 above it is visible that the components of research variables consist of :

- Exogen latent Indicator
- Endogen latent indicator
- Exogen latent
- Endogen latent



Table 2. Eksogen – Endogen Laten Indicator

Indicator Latent Exogen	Indicator Latent Endogen	Latent Exogen	Latent Endogen
X1 = Communication	Y1 = Task orientation	$\xi_1$ = Policy implementations	$\eta_1$ = Leadership
X2 = Resources	Y2 = Relation orientation		$\eta_2$ = Effectiveness of human development program acceleration
X3 = Disposition	Y3 = Effectiveness orientation		
X4 = Bureaucratic structure	Y4 = Effort Y5 = Impact Y6 = Adequacy of performance Y7 = Cost effectiveness and process		

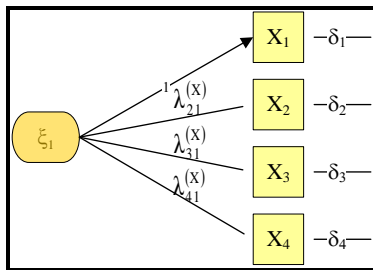


Figure 5 : Exogenous Variable Measurement Model of Policy Implementation

Endogen laten meaasurement model of policy implementation:

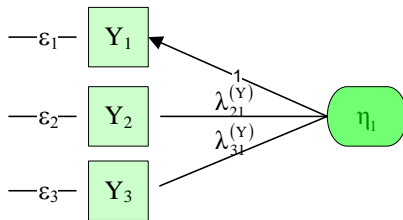


Figure 6 : Endogen Latent Measurement Model of Leadership

Endogen laten meaasurement model of human resources development:

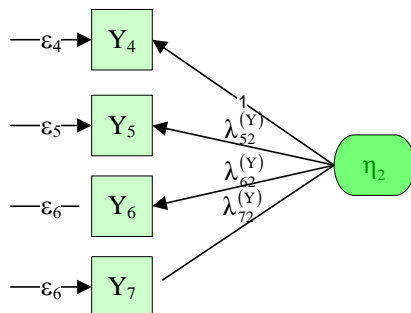


Figure 7 : Latent Measurement Model of Human Resources Development

On the parameter measurement equation  $\lambda_i$  shows *loading* value of each indicator to the measured latent variable. This *loading* is validity coefficient for each indicator. Structural equation modeling, in this part, is used to measure the cause and effect relation among laten variables. In this researc, the structural equation consist of :

The structural equation for leadership variable:

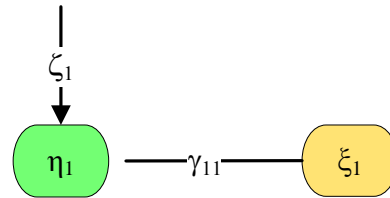


Figure 8 Leadership structural equation  
 $\eta_1 = \gamma_{11}\xi_1 + \zeta_1$

The structural equation for policy implementation variable:

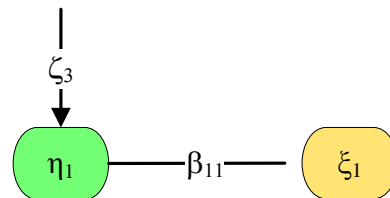


Figure 9 Policy Implementation structural equation  
 $\eta_1 = \beta_{11}\xi_1 + \zeta_3$

The structural equation for human resources development

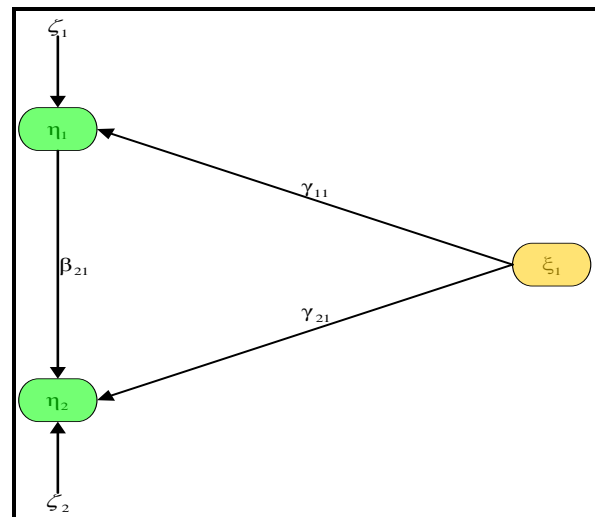


Figure 10 : Human resources development structural equation  
 $\eta_2 = \gamma_{11}\xi_1 + \gamma_{21}\xi_1 + \beta_{21}\xi_1 + \zeta_2$

Structural equation is regression part of latent variable in Structural Equation Modelling (Maruyama, 1998). In structural equation, it is seen cause and effect relation among several latent variables which involves endogen latent and exogen latent.

### 8. Fit Test and Statistic Test

In SEM analysis, there is not a single statistic test to measure or test the hypothesis of model (Hair *et al.*, 1998; Joreskog & Sorbom, 1989; Long, 1983; Tabachnik & Fidell, 1996; on Augusty, 2002). Generally there are many kinds of *fit index* which are used to measure fit degree between the hypothesized model and the provided data. The researcher is hoped to carry out the test by using several *fit index* to measure “the accuracy” of the proposed model. In this next explanation is presented several fit index and its *cut-off value* to be used in testing whether a model can be accepted or rejected. The index summary can be observed in the next page:

a.  $\chi^2$  Chi-Square Statistic

$\chi^2$  is statistic test about the difference between population covariant matrix and sample covariant matrix. The researcher looks for the small an insignificant  $\chi^2$  nil hypothesis recipient” which is expected so the nil hypotheses is difficult to be rejected. The formulation of the value calculation of  $\chi^2$  Chi-Square Statistic is:

$$\lambda^2 = (n - 1)F(\theta)$$

In this case  $F(\hat{\theta})$  is minimum value for  $\theta = \hat{\theta}$  for estimation method. The above statistic follows the distribution of Chi Quadrate with free degree  $P\left(\frac{P+1}{2}\right) - t$

where p states the number of exogenous variable and t shows the number of estimated parameter. The obtained Chi Quadrate value is converted into chance value. The mode is fit if the chance value of p is bigger or equal with 0.05.

b. RMSEA – The Root Mean Square Error of Approximation

RMSEA is an index that can be used to compensate statistic Chi-Square statistic in a big sample (Baunmgarther & Homburg, 1996, on Augusty, 2002). The formulation of RMSEA according to Maruyama is:

$$RMSEA = \sqrt{\frac{F_t}{df_t}}$$

The RMSEA value which is smaller or equal with 0.05 is index to be accepted by a model which shows *close fit* of the model based on *degree of freedom* (Maruyama, 1998).

c. AGFI – Ajusted Goodness-of-Fit Index

Tanaka & Huba, (1989) on [5] states that GFI is an analog of  $R^2$  in double regression. This index fit can be adjusted to available degrees of freedom to test whether a model is accepted or not accepted (Arbuckle, 1997). AGFI formulated as

$$1 - [k(k + 1) / 2df_a] \times (1 - GFI)$$

A recommended acceptance level is the AGFI have the same or bigger value than 0,90(Hair *et al.* 1998; Hulland *et al.* 1996, Augusty, 2002). Both GFI and AGFI are the criteria which count on considerate proportion from variants in

covariant matrix sample. The value of 0,95can be interpreted as good overall model fit level where as the value between 0.90-0.95 shows adequate fit level (Hulland *et al.*, 1996, August, 2002).

d. TLI – Tucker Lewis Index

TLI is an incremental fit index alternative which comparing a model which is tested to a baseline model (Baumgartner & Homburg, 1996, Augusty, 2002). TLI is formulated as

$$TLI = \frac{(\chi_n^2 / df_n - \chi_t^2 / df_t)}{(\chi_n^2 / df_n - 1)}$$

a recommended value as a reference to a model to be accepted is the acceptance of  $\geq 0,95$  (Hair *et al.*, 1995, Augusty, 2002), and very close to the value of 1 shows a very good fit (Arbuckle, 1997).

### 9. Population and Sample

The population in this research is every part which is directly or indirectly involved in the funding program of acceleration competition increasing human development index in West Java Province.

The description of research distribution is; based on the Figure 11; the research population structured consist of 61 persons at the province level, the person who is responsible (Regent/Major) 15 persons, the director (Vice Regent/ Vice Major) 15 persons, supervision team (the assembly at regency) 45 persons, head of implementer unit (regency/major secretariat) 15 persons, daily chief person 15 persons, implementer Unit secretary 15 persons, treasurer 60 persons, the expert 45 persons, the person in charge on the program 45 persons, the component of the person in charge 330 persons, the component of implementer unit secretariat 150 person, money team 105 persons, the component of money secretariat 45 persons, village facilitator 375 persons, subdistrict facilitator 90 persons, support stakeholder 165 person, target group of education sector 155.265 persons, target group of health sector 56.145 persons, target group of power of buy 44.355 person.

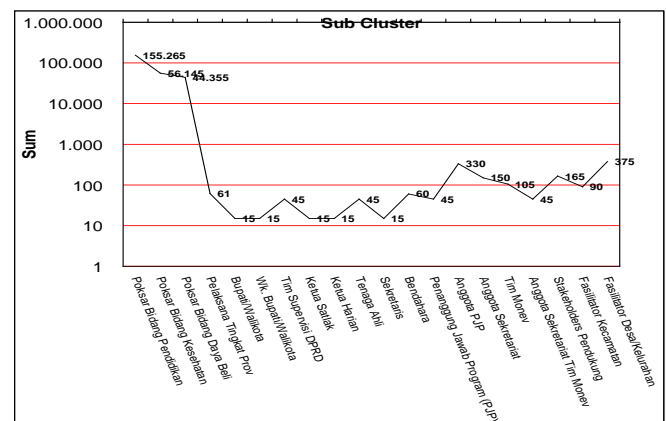


Figure 11. Population of research distribution.

Based on the data, so, the total of the population is 257.356 persons. To make it easy in determining the amount of sample which is taken in every level, the minimum sample measuring is measured by Slovin method:

$$n = \frac{N}{1 + (N \times d^2)}$$

- n= Minimum sample
- N= population Total
- d= error value estimation

the sample measurement formula produce the amount of minimum sample, there are 399 person, with d at the value of 5%. To measuring the amount of each cluster sample measured by proportional allocate formula:

$$n_{ij} = \frac{N_i}{N} \times n$$

- $n_{ij}$  = each cluster sample
- $N_i$  = each Sub population cluster
- N= Total of population
- n= minimum sample.

Derived from the equity of minimum sample, each cluster sample can be described through the following Figure 12. Based on the Figure 11 above, we can get each cluster sample consist of 1 persons at the province level, the person who is responsible (Regent/Major) 1 persons, the director (Vice Regent/ Vice Major) 1 persons, supervision team (the assembly at regency) 1 persons, head of implementer unit (regency/major secretariat) 1 persons, daily chief person 1 persons, implementer unit secretary 1 persons, treasurer 1 persons, the expert 1 persons, the person in charge on the program 1 persons, the component of the person in charge 1 persons, the component of implementer unit secretariat 1 person, money team 1 persons, the component of money secretariat 1 persons, village facilitator 1 persons, sub district facilitator 1 persons, support stakeholder 1 person, target group of education sector 241 persons, target group of health sector 87 persons, target group of power of buy 69 person.



Figure 12. Population and Sampling

However, to find a description about the accuracy in sampling the research model and also the validity of the sampling model the researcher tries to use pre research by sampling as many as 31 respondents. This is appropriate

with [11] “to confirm variable indicator which are going to be use in measuring the variable of policy implementation, leadership, and human development acceleration, therefore this instrument test is going to be tested to at least 30 respondents of research population target”.

### 10. Data Analysis Result (Structural Equation Modeling)

In structural equation modelling, there are two kinds of formed model. The first is measurement model and the second one is structural model. The measurement model explains variance proportion of each manifest variable (indicator) which can be explained in latent variable. From measurement model, it is going to be known which indicator is significant in the forming of latent variable as valid or invalid indication of related indicator in measuring the latent variable. Beside testing the signification of manifest variable, in measurement model, it can be found the value of construct reliability which shows whether a group of the manifest variable has high fix degree in forming latent variable. The lowest value limit of construct reliability which can be accepted is 0,7 (Hair et al, 1998;612) and the value limit of variance extracted which still can be accepted is 0,5 (Hair et al, 1998;612)

After the measurement model of each latent variable has been explained, the next step is extended the structural model which is going to examine the impact of each independent latent variable (*exogenous latent variable*) towards dependent latent variable (*endogen latent variable*).

#### a. Measurement Model

##### 1) Measurement Model of Policy Implementation Latent Variable

Policy Implementation Latent Variable is measured by using four indicators and the *loading* factor of each indicator in forming the policy implementation variable can be seen in this Figure below.

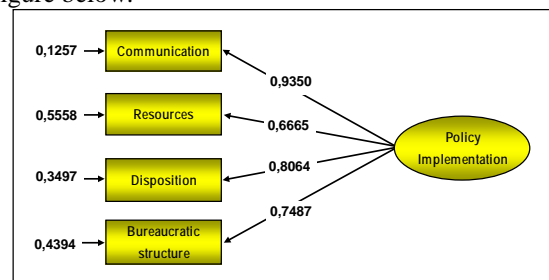


Figure 13. The Measurement Model of Policy Implementation Latent Variable

Communication indicator is the most dominant in the forming of latent variable (policy implementation) from four measurement model indicator of policy implementation latent variable. This is reflected through the *loading* factor of communication indicator (0,9350) which is bigger compared to the three other *loading* factors. On the contrary, recourses indicator is the weakest in the forming of policy implementation latent variable.

To test whether the indicators which are used to measure policy implementation latent variable have high fix degree, it is calculated the reliability of four indicators by using the approaches of *construct reliability* and *variance extracted*. The result test for each indicator of latent variable is elaborated in this table below:

Table 3. The Statistic Computation Result Summary of Policy Implementation Variable Measurement Model

Indikator	Standardized Loading	(Standardized Loading) <sup>2</sup>	Nilai t*	Error Variance
Communication	0,9350	0,8743	6,5744	0,1257
Resources	0,6665	0,4442	4,0048	0,5558
Disposition	0,8064	0,6503	5,2110	0,3497
Bueraucratic structure	0,7487	0,5606	4,6837	0,4394
Jumlah	3,1566	2,5294		1,4706

\*t-kritis = 1.96

$$\text{Construct Reliability} = \frac{(3,1566)^2}{1,4706 + (3,1566)^2} = 0,8714$$

$$\text{Variance Extracted} = \frac{2,5294}{1,4706 + 2,5294} = 0,6323$$

*Construct Reliability* from the four indicators of policy implementation latent variable is still bigger than the recommended one (0,7). The value of t shows that the four manifests/indicators variable are significant in forming policy implementation latent (the value of t > 1.96). The value of *variance extracted* 0,6323 has a meaning that 63,23% information contained in manifest variable (the four indicators) can be represented in latent variable (policy implementation).

2) Measurement Model of Leadership Latent Variable  
 Leadership latent variable is measured by using three indicators and the *loading* factor of each indicator in forming the leadership variable can be observed through the Figure below.

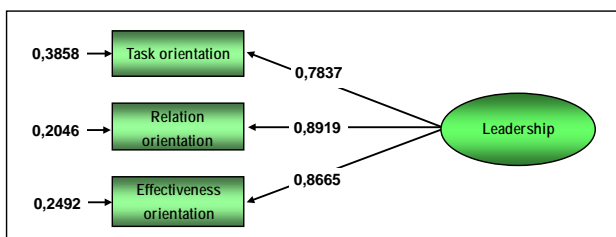


Figure 14. The Measurement Model of Leadership Latent Variable

Of the three measurement model indicators, indicator relation is the most dominant in the forming latent variable (leadership). This is reflected from the *loading* factor of relation indicator (0,8919) which is bigger than the two others of *loading* factor. On the contrary, task indicator is the weakest in the forming of leadership latent variable.

To test whether the indicators which are used to measure leadership latent variable have high fix degree, it is calculated the reliability of the three indicators by using the approaches of *construct reliability* and *variance extracted*. The test result for each latent variable is elaborated in this table below:

Table 4. Statistic Computation Result Summary of Leadership Variable Measurement Model

Indikator	Standardized Loading	(Standardized Loading) <sup>2</sup>	Nilai t*	Error Variance
Task orientation	0,7837	0,6142	4,6103	0,3858
Relation orientation	0,8919	0,7954	5,3902	0,2046
Effetiveness orientation	0,8665	0,7508	5,2204	0,2492
Total	2,5421	2,1604		0,8396

\*t-kritis = 1.96

$$\text{Construct Reliability} = \frac{(2,5421)^2}{0,8396 + (2,5421)^2} = 0,8850$$

$$\text{Variance Extracted} = \frac{2,1604}{0,8396 + 2,1604} = 0,7201$$

*Construct Reliability* from the three latent indicators of leadership variable is still bigger that the recommended one (0,7). The value of t shows that the three manifests/indicators are significant in forming leadership latent (the value of t > 1.96). The value of *variance extracted* 0,7201 has a meaning that 72,01% information which is contained in manifest variable.

3) The Measurement Model of Human Resources Development Effectiveness Latent Variable

The latent variable of human resources development effectiveness is measured by using four indicators and the *loading* factor of each indicator in forming the variable of human resources development effectiveness can be observed in the Figure below.

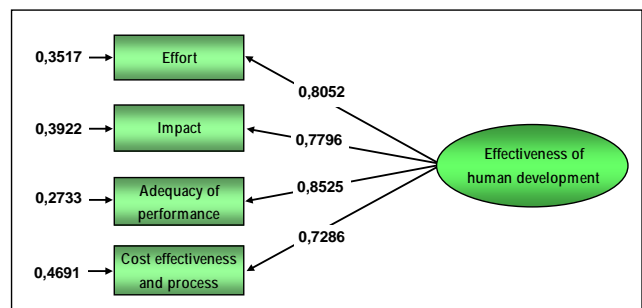


Figure 15. Measurement Model of Human Resources Development Effectiveness Latent Variable

Four measurements model indicators of human resources development effectiveness latent variable, adequacy of

performance indicator is the most dominant in forming of latent variable (human resources development effectiveness). This is reflected through the *loading* factor of adequacy of performance indicator (0,8525) is bigger than the *loading* factor of three other indicators. On the contrary, the cost effectiveness and process indicator is the weakest in forming the latent variable of human resources development effectiveness.

To test whether the indicators which are used to measure the latent variable of human development effectiveness have high fix degree, it is calculated the reliability of the four indicators by using the approaches of *construct reliability* and *variance extracted*. The result test for each indicator is elaborated in the table below:

Table 5. The Statistic Computation Result Summary of Human Resources Development effectiveness Latent Variable

Indicator	Standardized Loading	(Standardized Loading) <sup>2</sup>	Nilai t*	Error Variance
Effort	0,8052	0,6483	2,8901	0,3517
Impact	0,7796	0,6078	2,8508	0,3922
Adequacy of performance	0,8525	0,7267	2,9462	0,2733
Cost effectiveness and process	0,7286	0,5309	2,7608	0,4691
Jumlah	3,1659	2,5137		1,4863

\*t-kritis = 1.96

$$\text{Construct Reliability} = \frac{(3,1659)^2}{1,4863 + (3,1659)^2} = 0,8709$$

$$\text{Variance Extracted} = \frac{2,5137}{1,4863 + 2,5137} = 0,6284$$

*Construct Reliability* from the four indicator of human resources development effectiveness latent variable is bigger than the recommended one (0,7). The value of t shows that the four manifests/indicators variable are significant in forming the latent of human resources development effectiveness (the value of t > 1.96). The value of *variance extracted* is 0,6284 which has a meaning that 62,84% information which is contained in the manifest variable (the four indicators) can be represented in latent variable (The effectiveness of human resources development).

b. *Structural Model*

After being elaborated the measurement model of each variable of endogen latent and exogenous latent, next it is going to be elaborated the structural model among the formed latent variable of its measurement model. Based on the test frame of structural model, globally there are 2 sub structures which are going to be tested in this research. They are:

1. The impact of policy implementation to leadership.
2. The impact of policy implementation and leadership to the effectiveness of human resources development.

Before testing the impact on the two sub structures, the first is elaborated the structural model of the three observed latent variable.

Table 6. The Structural model among the Latent Variable

Endogenous Constructs	Exogenous Constructs		Error
	$\Xi_1$	$\eta_1$	
$\eta_1$	$\gamma_1 \zeta_1$	-	+ $\zeta_1$
$\eta_2$	$\gamma_2 \zeta_1$	$\beta_1 \eta_1$	+ $\zeta_2$

- $\zeta_1$ : Policy Implementation
- $\eta_1$ : Leadership
- $\eta_2$ : Effectiveness of Human Resources Development
- $\zeta_1$ : The impact of other factor to leadership
- $\zeta_2$ : The impact of other factor to the effectiveness of human resources development
- $\gamma$ : Coefficient of the impact exogenous latent to endogen latent
- $\beta$ : Coefficient of the impact latent endogen to latent endogen

Based on the result of data processing by using *software LISREL*, it is obtained this structural equation.

Table 7. The Structural Equation among Latent Variable

Endogenous Constructs	Exogenous Constructs		Error
	$\xi_1$	$\eta_1$	
$\eta_1$	0,6614	-	+ 0,5625
$\eta_2$	0,4384	0,5776	+ 0,1393

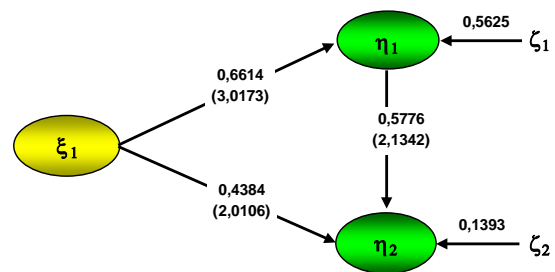


Figure 16. The Line Diagram of Structural Relation among Latent Variable

Table 8. The Impact of Policy Implementation ( $\xi_1$ ) and Leadership ( $\eta_1$ ) to the Effectiveness of Human Resources Development ( $\eta_2$ )

Variable	Line Coefficient	Direct Impact	Indirect Impact	Total
$\xi_1$	0,4384	19,21%	16,75%	35,96%
$\eta_1$	0,5776	33,36%	16,75%	50,11%
Total Collective Impact =				86,07%

Collectively policy implementation and leadership are able to explain the existence change to the effectiveness of human resources development as many as 86,07% and the rest as many as 13,93% are explained by unobserved factors.

c. *Hypotheses Test*

After being elaborated the measurement model and the structural model of each latent variable, the next step is the impact signification test of each exogenous latent variable impact (free variable) to endogenous latent variable (bound variable). All value are needed in testing procedure have been elaborated in Figure 6 and table 8.

1) **The Impact Policy Implementation to Leadership**  
The Policy Implementation is hypothesized having a significant impact to leadership. To prove the hypothesis, it is carried out a test based on field data survey and the result is.

Table 9. The signification test of Policy Implementation Impact to Leadership

Variable	Line Coefficient	t <sub>counted</sub>	t <sub>critical</sub>	Conclusion
Policy Implementation	0,6614	3,0173	1,96	There is significant positive impact

The Impact = 43,75%

On table 9, it can be observed line coefficient of policy implementation variable to leadership is 0,6614. The value of line coefficient which has positive sign shows the better policy implementation is going to make the better leadership. Next is the value of t<sub>counted</sub> line coefficient of policy implementation variable as many as 3,0173. Because the value of t<sub>counted</sub> is bigger than t<sub>critical</sub>, it is concluded that policy implementation is significantly impacted to leadership. The impact of policy implementation to leadership is  $(0,6614) \times 100\% = 43,75\%$  which means 43,75% the existing change in leadership an be explained by policy implementation.

2) **The Impact of Policy Implementation to The Effectiveness of Human Resources Development**  
The policy Implementation is hypothesized having significant impact to the effectiveness of human resources development. To prove the hypothesis, it is carried out a test based on file data survey and the result is:

Table 10. Signification Test of Policy Implementation Impact to the Effectiveness of Human Resources Development

Variable	Line Coefficient	t-Counted	t-Critical	Conclusion
Policy Implementation	0,4384	2,0106	1,96	There is significant positive impact

The Impact = 35,96%

On table 10, it can be observed line coefficient of policy implementation variable to the effectiveness of human resources development is 0,4384. The value of positive line coefficient shoes the better policy implementation is going to make the effectiveness of human resources development better. The next is the value t<sub>counted</sub> line coefficient of policy implementation variable to the effectiveness of human resources development is 2,0106. Because the value of

t<sub>counted</sub> is bigger than t<sub>critical</sub>, it is concluded that the policy implementation has significant impact to the effectiveness of human resources development. The impact amount of policy implementation to the effectiveness of human resources development is 35,96% which means 35,96% of the existing change in the effectiveness of human resources development can be explained by the policy implementation.

3) **The impact of Leadership to The effectiveness of Human Resources Development**  
Leadership is hypothesized having significant impact to the effectiveness of human resources development. To prove the hypotheses, it is carried out a test based on the field data survey and the result is:

Tabel 11. Signification Test of Leadership Impact to the Effectiveness of Human Resources Development

Variable	Line Coefficient	t-counted	t-critical	Conclusion
Leadership	0,5776	2,1342	1,96	There is significant positive impact

The impact = 50,11%

On table 11, it can be observed line coefficient of leadership impact to the effectiveness of human resources development is 0,5776. The value positive line coefficient shows the better leadership is going to make the development of human resources more effective. The next is the value of line coefficient t<sub>counted</sub> of the policy implementation variable to the effectiveness of human resources development is 2,1342. Because the value of t<sub>counted</sub> is bigger than t<sub>critical</sub> it is concluded that leadership has significant impact to the effectiveness of human resources development. The Impact amount of leadership to the effectiveness of human resources development is 50,11% which means 50,11% of the existing change in the effectiveness of human resources development can be explained by leadership.

4) **The Collective Impact of Policy Implementation and Leadership to the Effectiveness of Human Resources Development**  
The Policy Implementation and Leadership are hypothesized collectively having significant impact to the effectiveness of human resources development. To prove the hypothesis, it is carried out a test based on the field data survey and the result is :

Table 12. Signification Test of Collective Policy Implementation and Leadership Impact to The Effectiveness of Human Resources Development.

R <sup>2</sup>	F <sub>-counted</sub>	F <sub>-table (db: 2;28)</sub>	Explanation
0,8607	86,503	3,340	signifikan

On table 12, it can be observed the determination coefficient of the collective policy implementation and leadership variable to the effectiveness of human resources development is 0,8607. This value shows the impact amount of the collective policy implementation and leadership variable to the effectiveness of human resources development is 86,07% which means 86,07% of the existing change on the effectiveness of human resources



development can be explained collectively by the policy implementation and leadership. The value comparison of  $F_{\text{counted}}$  with  $F_{\text{table}}$  can be observed that the value of  $F_{\text{counted}}$  is bigger than  $F_{\text{critical}}$ . Therefore, it can be concluded that policy implementation and leadership have collectively significant impact to the effectiveness of human resources development.

## 11. Conclusions

The Policy Implementation is hypothesized having a significant impact to leadership. The policy Implementation is hypothesized having significant impact to the effectiveness of human resources development. Leadership is hypothesized having significant impact to the effectiveness of human resources development. The Policy Implementation and Leadership are hypothesized collectively having significant impact to the effectiveness of human resources development.

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