Evaluation of the Effectiveness of Implementing Leadership Functions in Regional Public Organizations

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ABSTRACT

Leaders must have the courage to take necessary action against members who are less productive or violate the rules, in order to maintain the interests and integrity of the organization. This research aims to evaluate the effectiveness of implementing the main leadership functions at the Sinjai Borong District Office, Sinjai Regency. In an organizational context, leadership factors have an important role in driving and directing goal achievement. The research method used was descriptive qualitative, with data collection through interviews, observation and documentation, involving 5 informants. Data analysis uses three stages, namely data reduction, data presentation, and drawing conclusions. The research results show that the implementation of the main leadership functions is not optimal, especially in the consultation and control functions. The limited time of sub-district leaders who hold concurrent positions outside the office hampers communication with their subordinates. Even though there are several indicators that show effectiveness, there are still several things that need to be improved so that the leadership function can run well and support the achievement of organizational goals.

Keywords: Leader, function, effectiveness

INTRODUCTION

Humans, as social beings, cannot live alone, but rather coexist with each other and need interaction with fellow humans. From these interactions, an organizational form emerged that became a forum to achieve common goals. An organization is a consciously structured and coordinated social entity, with clear boundaries, and constantly striving to achieve a common goal (Darwis et al., 2022; Isgunandar et al., 2024; Niswaty et al., 2024; Saleh, Bau, et al., 2024).

In every organization, the role of leadership has great significance. A leader is responsible for moving and directing his members towards the achievement of organizational goals (Darwis et al., 2023; Rifdan et al., 2022; Saleh & Arhas, 2024). In addition to directing and motivating organizational members, leadership roles are also important in building a positive organizational culture. An effective leader is able to create an inclusive work environment, where every member feels valued and supported in reaching their maximum potential. This can increase the loyalty, engagement, and productivity of the organization's members. In addition, effective leadership can also help organizations to adapt to rapid environmental changes. A visionary and flexible leader is able to identify new opportunities and address emerging challenges, so that the organization can remain relevant and competitive in the market (Darwis et al., 2018; Ismayani et al., 2015; Sukmawati et al., 2019).

Good leadership can also improve coordination and collaboration between departments or teams within an organization. A leader who is able to facilitate effective communication and promote teamwork can improve operational efficiency and create synergies among team members. However, this task is not easy because each individual has different behaviors and motivations. Therefore, leadership requires a deep understanding of the characteristics of its subordinates in order to motivate them to participate actively.
Various views on leadership emphasize the ability of leaders to influence and motivate others towards the achievement of common goals. The leader's leadership style, communication style, and attitude will have a direct impact on the performance and effectiveness of the organization. Effective leaders are those who are able to bring positive change, build trust, and provide clear inspiration and direction to their members.

The importance of cooperation between leaders and members of the organization cannot be underestimated. The two must support each other and work together to achieve common goals. In addition, leaders must also have the courage to take the necessary action against their members who are less productive or violate the rules, in order to maintain the interests and integrity of the organization.

Leadership effectiveness can be seen from the level of achievement of organizational goals and timeliness in carrying out various activities (Lyness & Grotto, 2008; Ogaba & Abado, 2021; Rajamemang et al., 2019; Saggaf et al., 2019). An effective leadership will be able to improve the performance of organizational members and optimize the use of existing resources. This will have a positive impact on the organization as a whole.

Through observations made at the Sinjai Borong District Office, it can be seen that to achieve the desired work effectiveness, the sub-district head and employees need to establish a good communication relationship, cooperate with each other, and carry out their duties with full responsibility. Only with effective cooperation and leadership, organizations can achieve their goals optimally and provide added value for all parties involved.

METHODS

This research uses a qualitative descriptive approach and is carried out for one month at the Sinjai Borong District Office, Sinjai Regency. There were five resource persons involved in this study, namely the Secretary of the Sub-District, the Head of General and Personnel Sub-Division, the Head of the Sub-Division of Programs and Finance, and two implementing staff.

The research methods used include observation, interviews, and documentation. Observation was carried out directly at the research site, while interviews aimed to obtain information and information directly from respondents related to the problem being researched. Meanwhile, documentation is used to collect data from important records that are closely related to the object of research, such as employee attendance, regent regulations on organizational structure, position, main duties and functions, as well as sub-district work procedures, organizational structure, number of employees, and office profiles.

Data analysis was carried out using the Miles and Huberman model, as described in Suprianto (2024). This analysis technique involves three main activities simultaneously, namely data reduction, data presentation, and drawing conclusions or verification. Data reduction is carried out by recording all the information obtained from the results of the interview, then the relevant data is selected to be compiled into abstractions or summaries. Furthermore, the presentation of data is carried out by extracting the main information to make it easier to make conclusions based on the data that has been collected.

RESULTS AND DISCUSSION

The data presented in this study is data obtained from the results of interviews with several informants and observations made by the researcher based on several indicators that have been presented in this study. This is intended to find out how effective the implementation of the main leadership functions at the Sinjai Borong District Office, Sinjai Regency. The results of the research conducted at the Sinjai Borong District Office, Sinjai Regency used the interview method as the most important data collection tool, so that the results were obtained about the effectiveness of the implementation of the main leadership functions have not been carried out properly and the
results have not been effective. This study uses the opinion of Rivai & Mulyadi (2012), Regarding the main functions of leadership whose indicators consist of: instructive function, consultation function, participation function, delegation function and control function. All data collected will be presented in descriptive form, namely presenting the data obtained in the form of an explanation through word descriptions so that it becomes an easy-to-understand sentence. For more details, it will be elaborated in detail based on the results of the interviews obtained from each indicator, namely:

**Instructive Function**

This function involves communication that flows in one direction. The leader, as the communicator, determines what, how, when, and where of the orders to ensure effective implementation of decisions.

For instance, in an interview with Mr. Andi Awaluddin Syah, a staff member of the general and personnel sub-division, it was mentioned that communication and direction from the sub-district leader to the employees were typically indirect, with instructions conveyed through the sub-district secretary due to the leader's infrequent presence in the office owing to other commitments. However, the orders were followed and reported through the sub-district secretary.

Similarly, Mr. Amiruddin, head of the general and personnel subdivision, echoed similar sentiments, stating that communication with the sub-district leader rarely occurred face-to-face but rather through social media platforms like WhatsApp groups. Nonetheless, direct orders and tasks were communicated through the sub-district secretary.

Likewise, Mr. Suleman, head of the program and finance subdivision, mentioned that tasks were assigned by the sub-district leader, with instructions given to employees either through the sub-district secretary when the leader was absent or through WhatsApp groups. Communication primarily took place through social media channels.

Based on the interview findings, it can be concluded that the directive function of the leader has been executed and can be considered effective. This involves giving instructions and communicating with employees indirectly, often through intermediaries such as WhatsApp groups or the sub-district secretary. Despite this indirect communication, employees still completed tasks and reported back to the sub-district secretary.

**Consultation Function**

This function involves two-way communication. In the early stages of the decision-making process, leaders often need input from subordinates who are considered to have relevant information. An interview with Mrs. Hijrah, who serves as a staff member of the program and finance sub-division, revealed that the sub-district leader usually involves employees in the consultation process or internal meetings. However, the meeting does not always directly involve the head of the sub-district because his presence in the office is often minimal, often only through social media. This is considered inefficient because some decisions require in-depth discussions with employees to get the necessary input.

Similarly, an interview with Mr. Andi Hadi, who serves as the sub-district secretary, showed that communication with the sub-district head was limited. If the sub-district head wants to hold a meeting with employees, he usually asks the secretary to inform employees regarding the content of the meeting or only conduct internal discussions. However, this is rarely done directly and more often through social media because of the busyness of the sub-district head outside the office. As a result, communication between employees is not optimal in providing input and suggestions for decision-making, even though the final decision is taken after a joint discussion.

Overall, the results of the interviews showed that the consultation function carried out by the sub-district head was ineffective. Although the sub-district leader involves employees in the consultation process or internal meetings, the direct presence of the sub-district head in the meeting rarely occurs due to time constraints, so that communication between employees is not optimal in providing input for decision-making, even though the final decision is taken.
Participation Function

In carrying out this role, the leader seeks to encourage participation from his subordinates, both in the decision-making process and in its execution. For example, in an interview with Mr. Amiruddin, head of the general and personnel sub-division, it was stated that employees are very active and participate in the decision-making process and the implementation of duties in accordance with their main duties. This makes each employee feel responsible for his or her own work and is committed to completing it because of the division of tasks that have been set by the sub-district leader.

A similar thing happened in an interview with Mr. Sulaeman, where it was stated that with the division of duties according to their main duties, employees felt that they had a responsibility to complete these tasks. This allows them to make their own decisions and participate well in the execution of tasks. However, there are still some employees who are less active in completing their duties.

In an interview with Mr. Andi Hadi, the secretary of the sub-district, it was explained that good communication between the head of the sub-district and employees allows the main tasks and dispositions of the leadership to involve all employees in the implementation of duties. This encourages good communication, both directly and through social media with the head of the sub-district, so that the tasks can be completed properly.

From the results of the interview, it can be concluded that the participation function has been running well. Although there are still some employees who do not fully carry out their duties properly due to the absence of the sub-district head in the office, this matter can be handled properly. It strengthens the formation of habits for employees to make their own decisions and complete their tasks with direction from the leadership.

Delegate Function

This function is implemented by authorizing to make or establish decisions, either with or without the approval of the leadership. The function of delegation basically contains the meaning of trust. In an interview with Mr. Amiruddin, as the head of the general and personnel sub-division, it was stated that with good coordination with the sub-district leader, each sub-district head is given the trust to make decisions, especially when the sub-district head is rarely in the office due to outside duties or other busyness. This is especially important in completing urgent tasks that require leadership supervision.

A similar statement was also conveyed by Mr. Sulaeman, Head of the Program and Finance Subdivision, who stated that with the lack of sub-district leaders in the office, the authority is given to each section to assist in making decisions related to the duties of each section, without the need for direct approval from the leadership.

Mr. Andi Hadi, the secretary of the sub-district, explained that the coordination established between the head of the sub-district and employees, including the sub-district head, allows each section to arrange tasks in accordance with the existing coordination, by authorizing the sub-district head to make decisions.

From the results of the interview, it can be concluded that the function of delegation has been carried out well by employees because each sub-district head is given authorization and trust to make decisions, even though direct communication with the sub-district head is lacking. However, the existing coordination allows this function to continue to run well.

Control Function

The control function aims to ensure that successful leadership can manage the activities of its members in a targeted and coordinated manner effectively, so that common goals can be optimally achieved. According to an interview with Mr. Andi Awaluddin Syah, staff of the general and personnel sub-division, the sub-district head does not directly provide direction and supervision
to employees, but through the sub-district secretary and sub-district head. This results in targeted coordination among employees, who are able to carry out their respective duties well because the tasks have been organized within the task, ensuring that each employee understands and performs their duties correctly to prevent confusion between them.

An interview with Ibu Hijrah, program and finance staff, stated that the supervision from the leadership, although indirect, did not hinder employees in completing their duties in accordance with their duties. This allows for smooth communication between employees, as each employee has a clear understanding of their duties, although there are still some employees who do not fulfill their duties, but it can still be handled.

Likewise, an interview with Mr. Sulaeman, Head of Program and Finance, explained that by obeying orders from the leadership to supervise staff in completing their work, it increases familiarity between employees and ensures directional coordination between them. Employees have a clear understanding of their duties based on office duties, allowing them to take responsibility for their work and prevent conflicts. Nevertheless, Mr. Sulaeman revealed that sometimes it would be better if the head of the sub-district directly provided supervision to provide support to employees so that they were enthusiastic in completing their tasks.

From the results of the interview, it can be concluded that the work in an office is very important to ensure smooth work, good communication, and conflict prevention. Employees who carry out their duties in an orderly and directed manner are able to build good communication and achieve organizational goals. The control function performed by the leadership, although indirect, allows employees to carry out their duties well and achieve common goals. However, more attention is still needed from the leadership to its employees to increase the effectiveness of this function.

Discussion

Instructive Function

Findings in the field through observations and interviews conducted by the author with the secretary, section head and staff that the leader's instructive function has been carried out where the sub-district leader as a communicator who gives tasks to his subordinates. This function is said to be effective if the orders from the leader are carried out and carried out and the results are reported and receive a response from the leader. Leadership is directly related to the social situation in the life of each group/organization, which indicates that every leader is inside and not outside the situation by looking at the results of the work of his employees. Where the leader sets the duties of each employee.

The leader as a communicator is the party that determines what, how, when, and where the order is carried out so that the decision can be carried out effectively. Communication between leaders and employees, sub-district leaders in giving orders, advice, and information to their employees and when the sub-district leaders convey information, and also when sub-district leaders provide guidance/guidance, providing corrections if there are mistakes in the implementation of duties and the attitude of sub-district leaders towards their employees in making a decision (Nasrullah, 2017; Saleh, Sari, et al., 2024; Sazwani et al., 2020; Sufriadi et al., 2019).

Consultation Function

The findings in the field through observation and interviews conducted by the author with the secretary, section heads and staff regarding communication between fellow section heads have been carried out well but the consultation function carried out by the sub-district head is not optimal so that the communication established between the employees in asking for consideration and advice in making decisions is less effective because there is no two-way communication and consultation with the employees.

The consultation function is two-way communication. In the first stage of making decisions, leaders often need considerations, which requires them to consult with the people they lead who
are considered to have the necessary information materials in making decisions. Leaders must be able to provide clear instructions so that consultation is needed (Andriana et al., 2021; Mursak & Sani, 2021; Nurbakti, 2020). Leaders in making decisions to solve a problem, and overcome problems that arise in the office environment, as well as the response of a regional leader when dealing directly with his employees and paying attention to the leadership attitude that the leader has when doing tasks with his employees.

**Participation function**

Findings in the field through observations and interviews conducted with the sub-district secretary, section heads and staff that the existing participation function has been running well and effectively. With the distribution of duties from the sub-district head to employees, although there are still some employees who do not carry out their duties properly for the reason that there is no sub-district head in the office, it can still be handled properly. So as to train employees to determine and make their own decisions on tasks that must be done with direction from the leadership.

This is in line with the opinion Rivai & Mulyadi (2012, that there is a participation function where the leader tries to activate the people he leads, both in participating in decision-making and in carrying it out. Leaders are obliged to describe work programs and leaders must develop harmonious cooperation. A leader must provide a communication system to ensure the smooth and integrity of the organization (Apriliansyah, 2022; Burn, 2017; Yamin & Sari, 2020).

**Delegate Function**

Findings in the field through observation and interviews conducted by the author with the secretary, section heads and staff that the existing delegation function has been carried out and carried out well by employees where each section is given trust in making and making decisions to help the sub-district leaders, although there is a lack of direct communication with the sub-district leaders directly, but it can be said that this function is effective.

The leadership gives the delegation of authority to make/make decisions, either through approval or without the approval of the leadership to the employee or to give a trust. The division of authority and responsibility, giving authority to its employees if the leader is not present and when the leader supervises his employees (Irawati, 2020; Nazir et al., 2022; Tubagus Guruh, 2021).

**Control Function**

Findings in the field through observations and interviews conducted with secretaries, section heads and staff that the control function has been carried out well even though there is no direct supervision from the leadership so that it is still less effective, but there is a task in an office so as to facilitate work, communication, avoid conflicts and so on.

Employees can complete their work in an orderly and directed manner, which is able to build good communication and achieve organizational goals. To obtain these results, it is inseparable from the control function carried out by the leadership, whether it is not directly but employees are able to carry out their duties well and achieve common goals. However, it is still hoped that the leadership will also take the time to pay attention to its employees.

The control function means that successful/effective leadership is able to regulate the activities of its members in a directional manner and in effective coordination so as to allow the achievement of common goals to the maximum. A leader must use supervision as a tool of control (Fatmawada, 2017; Harmawan et al., 2022; Laha et al., 2021).
CONCLUSION

Based on the formulation of the problem and the results of the research conducted by the author on the Effectiveness of the Implementation of the Main Leadership Functions at the Sinjai Borong District Office, Sinjai Regency, it was concluded that there were five indicators raised, namely, instruction function, consultation function, participation function, delegation function and control function. There are several indicators that have not been maximized based on initial observations and after conducting interviews and documentation of the five indicators raised by the author, there are two indicators that are considered not to be optimal and are well implemented so that they are not effective, including the consultation function and the control function even though the other indicators are effective, but there are still some things that need to be maximized so that they can run well to support the existing leadership function can be carried out well.

REFERENCES


