

Leadership Role in Improving Responsibility of Employee's Work in Scope of General Bureau of Government of Makassar

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Abstract- The role of leadership in improving the work responsibilities of employees in the scope of the Government of Makassar City, this study uses a qualitative method by using speakers from the leadership elements and several employees in the Government of Makassar City following the needs after being in the field. Analysis of the data used with the method of qualitative analysis is to compare the conditions in the area with standards or related theories so that conclusions can obtain. Results of the study show that the role of leadership in enhancing employee work responsibilities in the scope of Makassar City Government, in general, has gone well, namely using one-way relationships, the role of exemplary figures, supervisory/controlling functions, receiving information (relatively low) and in decision-making, but the part of leadership still needs to be increased, among others, using flexible two-way relationships, exemplary figures, making input of information as an organizational asset, transparent supervision, and decisions by optimally utilizing existing resources, decisions that contain dampers and opportunities or challenges.

Keywords— Leadership, Responsibility, Employee's

I. INTRODUCTION

Government Organizations in Indonesia are public sector organizations for administering both outward and inwardly to achieve the state's goal of maximizing welfare to the public. Therefore government organizations are one of the essential elements and have a strategic position in the administration of government. Furthermore, government organizations in Indonesia in carrying out their government are required to be proactive and rely on quality leadership to arouse the morale of their subordinates, so as to be able an active role and participate in development and be creators, innovators and facilitators in the context of effective governance, construction and service to the community [1].

Leadership in government organizations is no longer a figure who can only give orders, but they are required to appear as service providers, provide role models, become role models and give directions, become facilitators, as partners, as

risk bearers who have a vision to encourage organizations and the people they lead to develop, learn, and are able to develop their full potential optimally [2].

Leadership in the District Government of Makassar has not gone well, according to the author's observation that the implementation of guidance has not run optimally as expected. The facts in the field indicate that the completion of work by staff is not timely or slow, quality of work or unsatisfactory work results because often wrong, even employees enter the office often late and so on. Predicted due to the low role of leadership in the Government of Makassar Regency, especially the relationship between leaders and subordinates and employees, so that leadership has not been able to influence staff to work properly [3].

Also, the leadership elements in carrying out their supported by a reasonably clear job description and work procedures that must follow under the established standard operating procedures, the leadership element in the scope of the Government of Makassar Regency has been occupied by the person who fulfills the requirements, including having work experience, educational/undergraduate background, and class IV structural rank and above. Employee work performance in the Government of Makassar Regency is the result of work done [4].

Each employee in realizing the work goals given and the process of achieving the work per the determined SOP, such as providing maximum and useful services to the community. Besides, every employee gave written guidelines and instructions used in the process of completing work, including sanctions given. Each employee assessed for work performance, namely, the leadership element of work performance assessment consists of aspects of work goals and work behavior, while employees who are not leaders (officials) evaluated for work performance elements [5].

Besides that, the assessment of Work Achievement in the Government of Makassar Regency is carried out through an examination of activities that have been carried out. An

analysis is carried out correctly by internal audits regularly every year. Thus, the achievements achieved by the employees of the Government of Makassar Regency are the best of previous accomplishments, it can be said to be satisfactory, including the services provided both by elements of leadership and employees in the environment of the Government of West Sumatra. The results of interviewing researchers with one of the aspects of the direction as officials said that in the general Bureau of leadership processes in this Bureau were one-way leadership or instruction, but this leadership system had not provided maximum results, low leader relationships with employees [6].

Employees work if there are leaders in the room, and vice versa, employees have a low work desire. Also, researchers predict leadership weakness in the General Bureau of the Government of Makassar Regency, which has not been able to mobilize subordinates and staff to provide optimal services to the community / other stakeholders. This research conducted at the General Bureau of Regional Secretariat of the Government of Makassar Regency as the object of study. Determine the extent of the role of leadership in improving performance at the General Bureau of Government of North Sumatra. The research approach qualitative. Based on the description and phenomena in the background above, the researcher was interested in doing scientific writing as outlined in the title: "Analysis of Leadership in Increasing Employee Work Responsibilities in the General Bureau of Government of Makassar Regency."

II. METHODS

Sample Withdrawal Method Based on this, the determination of this research sample using resource persons [7][8][9][10][11]. The interviewing of resource persons in this study uses the consideration of researchers who are seen to be aware of the problems to observe and talk to find the information needed. The resource persons employed in this study were 8 people consisting of the Head of Administration, Head of the Household Section, Head of Finance, Head of the Protocol Section, Head of Sub-Section Shopping and Indirect Expenditures, Head of Sub-Section Household respectively 1 person, and 2 speakers from senior staff with rank III / a - III / d.

III. FINDINGS AND DISCUSSION

Understandably, the role of leadership in an organization has a significant role in improving the performance of employees in an organization. The purpose of the administration will realize if there is a behavior relationship or a harmonious relationship between superiors and subordinates established. Leadership is also giving and receiving information from outside as an asset of the organization. Besides that, leadership must be able to make decisions by continuously assessing the situation faced by the organization.

Based on these opinions and to find out the extent of the role of leadership in improving employee responsibilities in the scope of Makassar City, researchers have conducted interviews and observations with several resource persons, the results of which are as follows:

1. The role of Leadership in Relationships between Superiors and Subordinates

The results of the interview with the Head of the General Bureau in this case represented by the Head of Administration in his office, said that the implementation of leadership by officials in the General Bureau of Makassar City government had referred to the applicable guidelines and guidelines, namely a one-way leadership system from superiors giving direction and instructions to subordinates to complete the work appropriately carried. Also, each element of the Officer / Leader provides clear job descriptions and work guidelines to be guided in completing the work charged. With the system, leadership has been able to increase the responsibility of subordinates to be able to complete their job correctly, by the objectives set. However, it recognized that the quality achieved still needs to be improved, including improving skills through training and education and supporting adequate facilities. In line with this opinion, the Head of the Household Section explained that each low and staff gave a clear task load.

And to them is equipped with instructions and guidelines so that they can complete the work well including awards and sanctions if they deliberately neglect their work. Besides that, in the leadership of the Bureau, there was always good communication with subordinates and employees. So leaders are always and close or in the midst of subordinates and staff both formal through meetings and informal meetings such as communicating through existing communication tools, so that staff are sufficiently motivated to increase responsibility in accordance with the burden of tasks assigned. This information was strengthened through the explanation of the Senior Staff explaining that in completing work as staff and subordinates always got instructions and directions or orders from superiors, sometimes from direct superiors, and sometimes from the Bureau Chief. These instructions are delivered in formal and informal forms.

According to the researcher, that the implementation of leadership between superiors and subordinates within the General Bureau of the Government of Kabulumba runs one way between superiors and subordinates. Administration in this Bureau has not implemented a flexible two-way leadership communication system, which is when done in one direction and when it is done in two courses so that subordinate work is not optimal.

2. The Role of Leadership in Exemplary

The results of interviewing researchers with the Head of the General Bureau of the District Secretariat of Maluku, said that exemplary figures in leadership for a leader are significant and decisive in increasing subordinate responsibility, given

that the example will make people reluctant and motivated to work better. This exemplary figure in leadership in the General Bureau has played a decisive role in improving performance, including visionary leaders, optimistic leaders, love for discipline and maintaining good relations. Very crucial and becomes the basis for the success of leadership in this General Bureau. Why do I say that,

Because the General Bureau is central and central to the success of the realization of the vision and mission of Makassar City Government; as a result, it is clear that it has increased the work productivity of employees in the General Bureau, although it is possible for weaknesses at any time. Furthermore, the Head of Administration explained that the role of exemplary figures in leadership within the General Bureau of Secretariat General of North Maluku affected employee responsibilities, such as friendly and caring nature and the muted nature of each element of the leader/official in the General Bureau. Besides that, another interesting example is having a high dedication of work, always in a state of the discipline, close to subordinates or staff, so that the exemplary figure in leadership in this Bureau has become a work culture.

The results of the interview strengthened by the Head of the Protocol Section explaining that the exemplary figure in the lead in this Bureau had been able to be felt, including the creation of cohesiveness in work to achieve the predetermined goal of providing excellent service. One of the other impressive exemplary figures at this time was that discipline was in the office while entering the office and going home until evening, so that employee performance improved.

Likewise, the hard work of officials is to work hard to achieve the targets/conditions that have been determined, not even pay attention to overtime money and so on. Based on the results of interviews between researchers and several speakers such as those who have disseminated it, it can be concluded that figures of leadership by officials or the head of the General Bureau of the Government of Makassar City has played a functional role and has succeeded in improving the performance of employees in completing the work given. However, according to the author, the exemplary element in the leadership of the General Bureau of Government of Kabul Regency is not optimal, which is before implementing idealist ideals, which are fundamental to how a leader is called an example. There is a deviation; the conversation is always real and by the work of a leader. Besides that, the element of measurable performance in the aspect of exemplary in the Bureau. This general is also not optimal or relatively low, meaning that excellent performance is relatively small.

3. The role of inner leadership decision

To find out the leadership role in decision-makers, researchers interviewed several sources from officials/leaders in the General Bureau of the North Sumatra Government Bureau, including the Head of the General Bureau in this matter represented by the Head of Administration, giving recommendations that Decision Making, Decision Making within the Government General Bureau Makassar City has

supported the improvement of employee work within the General Bureau of the North Sumatra District Government.

This can, from the promotion decision making for outstanding employees, periodic salary increase decisions, employee performance evaluation decisions, planning decisions and so on. Decision making, in general, has gone well, which is determining the best of several available alternatives. Besides that, every decision making takes into account the existing guidelines and provisions, considering that the General Bureau's decision is related to the interests of other bureaus in the North Sumatra regency government. However, it recognizes that in decision making, it has not taken advantage of existing resources such as involving senior staff / potential staff, paying attention to input and criticism from the public / from outside, and so on.

In line with the recommendations of the Head of the General Bureau, the results of interviews with the Head of Households strengthened, the interview results explained that decision making in the General Bureau generally supported the improvement of employee work such as decision-makers through evaluation meetings. Decision making takes place after an evaluation meeting or meeting or a coordination meeting that is attended by internal elements of the General Bureau and external factors or from another Bureau. It is of great benefit to be able to achieve the stated goals. But it is recognized that in making these decisions less attention to the information or inputs that come from the community, another weakness in decision making is the lack of utilizing existing resources to the maximum that is in making decisions involving only echelon III officials in the General Bureau and echelon environment.

Other bureaus are by their needs/linkages and have not involved echelon IV officials and senior personnel in the General Bureau. From the results of interviews with informants in the field, the authors can conclude that leadership in decision-making has been going well, including those related to the General Bureau's main tasks, but according to the author, it still needs to be improved in every decision making, including utilizing existing resources maximally and muffle and provide opportunities d. The Role of Leadership in Supervision / Control (Monitoring) The results of the questionnaire with the Head of Administration, and the Head of the Household Section simultaneously provide an explanation that the supervisor's relationship with subordinates is one-way (instruction), so the role of control/supervision becomes crucial so that the employee's work is in accordance with applicable rules and guidelines. Leadership by giving direction, guidance, and guidance to subordinates and staff so that they work per the instructions and regulations and there are no violations so that the goals achieve correctly. The above questionnaire results strengthened by the results of questionnaires with the Head of the Protocol Section, saying that the role of leadership by officials in the General Bureau has strengthened control and supervision through inherent supervision and other functional supervision.

The existence of sanctions to subordinates and staff who have a way of working poorly or have low potential, even a mutation, is held between leaders in the government of North Sumatra Regency. Another thing that needs to be known is that the implementation of supervision or control in the General Bureau is transparent (open) and accountable (responsible), every leadership carried out by officials, both echelon III and echelon IV officials, must be free and make accountability reports to the supervisor so superiors can assess and evaluate the tasks or work of subordinates and staff that do. So the supervision/control in the General Bureau of the environment has been running relatively well, so it plays a vital role in increasing the work of employees in the General Bureau, although there are still irregularities as the results of the BPK's examination. In line with the results of the interviewee's interview, it also continued. However, the authors considered that there still needs to be increased supervision in leadership.

IV. CONCLUSION

The leadership role in increasing the employment potential of employees in the General Bureau of the North Sumatra regency government has generally gone well, namely implementing one-way leadership through giving direction and guidance to subordinates and employees, exemplary figure leadership, Information Recipient Leadership as an Asset Organization, conduct monitoring (supervision), and decision-making leadership. However, the direction of the General Bureau of the North Sumatra regency government in improving employee work still has shortcomings and needs to be improved, among others. The performance of employees in the General Bureau of the North Sumatra District Government, in general, has gone well, namely the quantity, quality and process of achievement, the achievement of employee performance thanks to the role of leadership implemented between superiors and subordinates, supervisory functions, decision-making processes and so on. However, the leadership role still needs to be improved so that the work patterns of these employees are under established standards.

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