

Effectiveness of the Implementation of the Main Functions of Leadership in the Ujung Loe District Office, Bulukumba Regency

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ABSTRACT

Leadership is an absolute necessity that must be possessed because leadership is the driving force of the organization, which is done by convincing subordinates to work well to achieve organizational goals. The purpose of this study was to determine how much effectiveness the implementation of the main functions of leadership in the Ujung Loe sub-district office, Bulukumba district. This research uses descriptive quantitative research methods. The population in this study were employees at the Ujung Loe District Office, Bulukumba Regency which consisted of 29 people. Data collection techniques used are observation, questionnaires and documentation. Data analysis techniques in this study are descriptive and inferential. The results of this study indicate that the effectiveness of implementing the main functions of leadership in the Ujung Loe District Office, Bulukumba Regency is in the very effective category which is formulated in the appendix with the results obtained 96.55% in terms of 5 indicators, namely the instruction function, consultation function, participation function, delegation function, and control functions. This research is expected to be used as a reference in terms of the main functions of leadership in the office, especially at the sub-district level because previous research has focused on the village level.

Keywords: Implementation, policy, competence of state civil servants.

INTRODUCTION

In this life, humans cannot live alone, so they are called social beings who live side by side and need one human with another human being. With the interdependence of life so as to form humans into a group. A group that has the same goal, in this case is called an organization (Akib, 2005; Arhas & Suprianto, 2020; Dharma & Akib, 2004)

In the organization, the leadership factor plays an important role because the leader moves and directs the organization in achieving its goals and at the same time is not an easy task (Dumitriu et al., 2014; Handayani, 2020; Rajamemang et al., 2019; Stueckle & Zinner, 2008). It is not easy because you have to understand each different behavior of your subordinates. Subordinates are influenced in such a way that they can provide dedication and participation. An organization is basically a form of cooperation between two or more people. Whether called people or groups. The goal is to achieve effective goals. In other words, that the success or failure of efforts to achieve organizational goals is determined by the quality of leadership.

Leadership is an absolute necessity that must be possessed because leadership is a driving force for the organization, which is done by convincing subordinates to work well to achieve organizational goals. According to Robbins (2010) said, leadership is the ability to influence a group towards the achievement of goals. Richard L. Daft Says, Leadership is the ability to influence people who lead to the achievement of goals.

Leaders are individuals who are able to influence the behavior of others without resorting to violence; A leader is an individual who is accepted by others as a leader. The way

leaders influence their subordinates can vary, among others, by giving responsibilities, giving orders, delegating authority, entrusting subordinates, giving awards, giving positions, giving assignments and so on (Kartono, 2011; Niswaty & Darwis, 2015; Sudaryono, 2014)

The success and failure of the leader is determined by the style of attitude and action that will be seen from the way he does a job, one of which is by encouraging employees to work effectively so that the desired organizational goals are achieved (Akib & Dervish, 2015). Thus, good cooperation between leaders and employees is needed. On the other hand, a leader must be brave and able to take the actions of employees who are lazy and make mistakes that harm the organization by giving warnings and punishments commensurate with their mistakes.

The function of leadership is to move people who are led towards achieving organizational goals (Jansen, 2011; Thoha, 2014). In order to instill confidence in the people they lead and make them aware that they are capable of doing something well. In addition, the function of leadership is to influence and direct individuals or groups that aim to help the organization move towards achieving goals (Djamaludin, 2012). Thus, the core of leadership lies not primarily in its position in the organization, but how a leader carries out his function as a leader.

So it can be concluded that leadership is the process of influencing, directing and motivating members or workers in carrying out tasks in order to achieve the desired goals. Leadership is also a learning journey. The journey to becoming a leader requires a new way of thinking, new skills and new habits. The higher a person's position, the greater the responsibility, the greater the potential (Situmorang, 2012; Taribuka & Sunaryo, 2015).

Effectiveness is a key element in organizational activities in achieving predetermined goals or objectives. When viewed from the aspect of success in achieving goals, effectiveness is focusing on the level of achieving organizational goals (Rivai & Mulyadi, 2012). Furthermore, from the aspect of timeliness, effectiveness is the achievement of various targets that have been determined on time by using related resources that have been allocated to carry out various activities.

The counselor is the task of a leader in a work unit, by assisting or assisting employees to overcome the problems they face in carrying out the tasks assigned to them. A leader at whatever rank he is, actually in his position attaches the task of being an instructor or as a good teacher to the employees under him. A good instructor will have a role as a wise teacher who allows each subordinate to become smarter and more professional in carrying out their duties. A leader at any level, at some point in time needs to hold a meeting and lead it. A plan to be drawn up is usually preceded by a meeting, so that the implementation of the plan is easier to implement. Therefore, a meeting is not only a must in a work unit,

So if the sub-district leadership is able to improve the effectiveness of the work of its employees, the organization will benefit from achieving goals with a short time to work and short work results. If these positive efforts are made, they will add value to the Camat leadership itself. Starting from this background, the authors chose the title in this study, namely "Effectiveness of the Implementation of the Principal Functions of Leadership in the Ujung Loe District Office, Bulukumba".

METHOD

The research design used is a design with a quantitative descriptive approach with the aim of providing a descriptive description and explanation of the problems studied (Sugiyono, 2016). The purpose of this research is to find out how much Effectiveness of the Implementation of the principal functions of leadership in the Ujung Loe District Office, Bulukumba Regency is.

Variable measurement is a measure used to determine the level of success and research results. In terms of determining how the Effectiveness of the Implementation of the Principal Functions of Leadership in the Ujung Loe District Office, Bulukumba Regency is, it is by adjusting the amount of achievement scores with the criteria proposed by Suharsimi (2013).

Table 1.
Measurement Criteria

Score	Category
76% -100%	Categorized Good
56% - 75%	Categorized Fairly Good
40% - 55%	Categorized Less Good
Less than 40%	Not good

Based on the opinion above, for the purposes of the study used the calculation of scores that have been adjusted by the researchers, namely as follows:

Table 2.
Category of Effectiveness Score Measurement

Score	Category
76% -100%	Categorized Effective
56% - 75%	Categorized Quite Effective
40% - 55%	Categorized Less Effective
Less than 40%	Categorized Ineffective

To measure this variable, the research uses a questionnaire as the main technique in collecting field data, each question item and each alternative answer is given an alternative weight of a answer with a weight of 4; alternative answer b has a weight of 3; The alternative answer c has a weight of 2 and the alternative answer d has a weight of 1.

RESULT AND DISCUSSION

The data presented and processed is about the Effectiveness of the Implementation of the Principal Functions of Leadership in the Ujung Loe District office, Bulukumba Regency. To obtain an overview of the management of the archives, which were obtained through research instruments with questionnaire techniques in data collection. The presentation and processing of data is described systematically using the table of frequency and percentage (%) as follows:

Instruction Function

Table 3.
Leader-Employee Communication

Choice	Answer Category	Frequency	Percentage%
a	Very good	28	96.55
b	Pretty good	1	3.45
c	Not good	0	0.00
d	Not good	0	0.00
Amount		29	100.00

Source: Results of Questionnaire No. 1

The data in table 3 shows that from 29 respondents, 28 respondents or 96.55 percent said it was very good, 1 respondent or 3.45 percent said it was quite good, 0 or 0.00 percent, none said it was not good and not good.

From the results of data processing, it can be said that the communication that occurs between leaders and employees at the Ujung Loe District Office runs effectively because in communicating the leader provides comfort to his employees so that the communication process can run well.

To find out how a sub-district leader gives orders, advice and information to his employees. Thingthis can be seen in Table 4.

Table 4.
Giving Orders, Advice and Information

Choice	Answer Category	Frequency	Percentage%
a	Very good	24	82.76
b	Pretty good	5	17.24
c	Not good	0	0.00
d	Not good	0	0.00
Amount		29	100.00

Source: Results of Questionnaire No. 2

The data is in Table 4. This is shown from 29 respondents as many as 24 respondents or 82.76 percent who stated very well, 5 respondents or 17.24 percent who said it was quite good, 0 respondents 0.00 percent said it was not good and not good

From the results of data processing, it can be said that when the leader at the Ujung Loe sub-district office gives orders, advice, and information to his employees, it is said to be effective because of the good relationship between the leader and the employee where the leader firmly gives orders and often provides input to his employees. To find out how a sub-district leader conveys information. HaThis can be seen in Table 5.

Table 5.
District Leaders in Disseminating Information

Choice	Answer Category	Frequency	Percentage%
a	Very good	28	96.55
b	Pretty good	1	3.45
c	Not good	0	0.00
d	Not good	0	0.00
Amount		29	100.00

Source: Results of Questionnaire No. 3

Data in Table 5. Shows that from 29 respondents, 28 respondents 96.55 percent said it was very good, 1 respondent 3.45 percent said it was quite good, while 0 respondents 0.00 percent said no one said it was not good or not good.

From the data processing, it can be said that when the sub-district leader conveys information, it can be said to be very effective because when providing information to his employees, the leader conveys the information precisely and clearly so that employees can carry out their work well.

To find out how a district leader in providing guidance/guidance to his employees. This can be seen in Table 6.

Table 6.
Provide Guidance/Instructions To Its Employees.

Choice	Answer category	Frequency	Percentage%
a	Very good	21	72.41
b	Pretty good	8	27.59
c	Not good	0	0.00
d	Not good	0	0.00
Amount		29	100.00

Source: Results of Questionnaire No. 4

Data on table 6. Shows that of the 29 respondents, 21 respondents or 72.41 percent said it was very good, 8 respondents 27.59 percent said it was quite good, while 0 respondents 0.00 percent said no one said it was not good or not good.

By looking at the distribution of respondents' answers from the data obtained, it can be said that when the sub-district leader provides guidance/guidance to his employees, it can be said to be effective because the leader is very open to his employees.

To find out how a sub-district leader in providing corrections if an error occurs in the implementation of the task. Can be seen in table 7.

Table 7.
Provide Corrections If An Error Occurs

Choice	Answer category	Frequency	Percentage%
a	Very good	21	72.41
b	Pretty good	8	27.59
c	Not good	0	0.00
d	Not good	0	0.00
Amount		29	100.00

Source: Results of Questionnaire No. 5

The data in table 7. shows that from 29 respondents, 21 respondents or 72.41 percent said it was very good, 8 respondents 27.59 percent said it was quite good, while 0 respondents said it was not good or not good 0.00 percent.

From the results of data processing, it can be said that when a sub-district leader provides corrections if an error occurs in carrying out a task, it can be said to be effective because providing corrections greatly affects the tasks carried out so that an error does not occur.

To find out how the attitude of a district leader towards his employees in making a decision. Can be seen in table 8.

Table 8.
Attitude of a Leader in Making a Decision.

Choice	Answer category	Frequency	Percentage%
a	Very good	22	75.86
b	Pretty good	3	10.34
c	Not good	4	13.79
d	Not good	0	0.00
Amount		29	100.00

Source: Results of Questionnaire No. 6

The data in Table 8. Shows that of the 29 respondents as many as 22, 75.86 percent of respondents said very good, 3 respondents 10.34 percent said quite good, 4 respondents 13.79 percent said not good, while 0 respondents 0.00 percent did not some say it's not good.

From the results of data processing, it can be concluded that in making a decision how the attitude of a sub-district leader towards his employees can be said to be effective because each leader's decision-making involves employees who are in charge of issues that will be made in the form of decisions. In this case, every leader must be able to accept ideas or suggestions from every employee who might be able to assist the leader in making decisions.

Consulting Function

To find out how a district leader makes decisions in solving a problem. Can be seen in table 9.

Table 9.
Decision Making in Solving a Problem

Choice	Answer category	Frequency	Percentage%
a	Very good	20	68.97
b	Pretty good	9	31.03
c	Not good	0	0.00
d	Not good	0	0.00
Amount		29	100.00

Source: Results of Questionnaire No. 7

The data in table 9 where when the leader makes a decision in solving a problem can be said to be good. This shows that of the 29 respondents as many as 20 respondents 68.97 percent said it was very good, 9 respondents 31.03 percent said it was quite good, 0 respondents 0.00 percent said no one said it was not good or not good.

The results of data processing can be said that when a person district leaders make decisions in solving a problem can be said to be effective because: when the leader makes a decision in solving a problem that exists in the office environment the leader looks very reliable.

To know how do sub-district leaders deal with problems that arise in the office environment. Can be seen in table 10.

Table 10.
Overcoming Problems That Arise In The Office Environment.

Choice	Answer category	Frequency	Percentage%
a	Very good	21	72.41
b	Pretty good	8	27.59
c	Not good	0	0.00
d	Not good	0	0.00
Amount		29	100.00

Source: Results of Questionnaire No. 8

The data in Table 10, that when the sub-district leader in overcoming problems that arise in the office environment can be said to be good. This is shown from 29 respondents where 21 respondents or 72.41 percent said it was very good, 8 respondents or 27.59 percent said it was quite good, 0 respondents or 0.00 percent did not say it was not good or not good.

From the results of data processing, it can be said that when the sub-district leader in overcoming problems that arise in the office environment can be said to be effective because when a problem occurs the leader is very responsible for the existing problems and gets used to speaking well, openly and impartially to one another.

To find out how the response of a sub-district leader when dealing directly with his employees. This can be seen in table 11.

Table 11. Response When Dealing Directly With Its Employees

Choice	Answer category	Frequency	Percentage
a	Very good	23	79.31
b	Pretty good	6	20.69
c	Not good	0	0.00
d	Not good	0	0.00
Amount		29	100.00

Source: Results of Questionnaire No. 9

Data in Table 11, shows that of the 29 respondents, 23 respondents or 79.31 percent said it was very good, 6 respondents or 20.69 percent said it was quite good, 0 respondents or 0.00 percent, none said it was not good or not good.

From the results of data processing, it can be concluded that the response of a sub-district leader when dealing directly with his employees can be said to be effective because the leader responds well to his employees so that there is no awkwardness between them.

To find out how the leadership attitude of the sub-district leader in the sub-district office when working on a task with his employees. It can be seen in table 12.

Table 12. The Attitude of Leaders When Carrying Out Tasks With Their Employees

Choice	Answer category	Frequency	Percentage%
a	Very good	24	82.76
b	Pretty good	5	17.24
c	Not good	0	0.00
d	Not good	0	0.00
Amount		29	100.00

Source: Results of Questionnaire No. 10

Data in Table 12 It shows that of the 29 respondents, 24 respondents or 82.76 percent stated that they were very good, 5 respondents or 17.24 percent stated that they were quite good, while 0 respondents or 0.00 percent did not state that they were not good or not good.

From the distribution of respondents' answers, it can be said that the leadership attitude of the sub-district leader in the sub-district office when working on a task with his employees can be said to be effective because of the open attitude between the leader and his employees.

Participation Function

To find out how the cooperation between the sub-district leaders and their employees. This can be seen in table 13.

Table 13.
Cooperation of District Leaders and Employees

Choice	Answer category	Frequency	Percentage%
a	Very good	24	82.76
b	Pretty good	5	17.24
c	Not good	0	0.00
d	Not good	0	0.00
Amount		29	100.00

Source: Results of Questionnaire No. 11

Data in table 13, shows that from 29 respondents, 24 respondents or 82.76 percent stated that they were very good, 5 respondents or 17.24 percent said they were quite good, while 0 respondents or 0.00 percent did not state that they were not good or not good.

From the distribution of respondents' answers, it shows that at the Ujung Loe sub-district office the cooperation owned by the sub-district leader and his employees can be said to be effective because the collaboration between the leader and his employees can set a very good example because it can be seen from their cohesiveness.

To find out how the relationship between employees and district leaders. This can be seen in table 14.

Table 14.
Employee Relations and District Leaders

Choice	Answer category	Frequency	Percentage%
a	Very good	23	79.31
b	Pretty good	6	20.69
c	Not good	0	0.00
d	Not good	0	0.00
Amount		29	100.00

Source: Results of Questionnaire No. 12

The data in Table 14 shows that of the 29 respondents, 23 respondents or 79.31 percent said it was very good, 6 respondents or 20.69 percent said it was quite good, while those who stated that it was not good or not good were 0 respondents or 0.00 percent.

From the results of data processing, it can be concluded that the relationship between employees and sub-district leaders is effectively established because of the reciprocal relationship between them.

To find out how when a sub-district leader gives trust to his employees to take responsibility for a job. This can be seen in table 15.

Table 15.
District Leaders Give Trust To Their Employees

Choice	Answer category	Frequency	Percentage%
a	Very good	27	93.10
b	Pretty good	2	6.90
c	Not good	0	0.00
d	Not good	0	0.00
Amount		29	100.00

Source: Results of Questionnaire No. 13

The data in table 15 shows that of the 29 respondents, 27 respondents or 93.10 percent said very good, 2 respondents or 6.90 percent said it was quite good, while 0 respondents or 0.00 percent did not say it was not good or not good. .

From the results of the distribution of answers given by respondents, it can be said that when a sub-district leader gives trust to his employees to take responsibility for a job, it can be said to be effective because the leader provides opportunities for his employees not to always expect help from others.

Delegate Function

To find out how district leaders involve subordinates in finding solutions to problems in the office. This can be seen in table 16.

Table 16.
Leaders Involve Subordinates In Finding Solutions

Choice	Answer category	Frequency	Percentage%
a	Very good	20	68.97
b	Pretty good	9	31.03
c	Not good	0	0.00
d	Not good	0	0.00
Amount		29	100.00

Source: Results of Questionnaire No. 14

The data in table 16, which shows that of the 29 respondents as many as 20 respondents or 68.97 percent stated very well, 9 respondents or 31.03 percent said it was quite good, while 0 respondents or 0.00 percent did not state that it was not good or not. good.

From the results of data processing, it can be concluded that when the sub-district leader involves his subordinates in finding solutions to the problems faced at the office, it can be said

to be effective because the leader provides opportunities for his employees to provide solutions to problems in the office.

To find out how the division of authority and responsibility given by the sub-district leader to his employees. This can be seen in table 17.

Table 17.
Division of Authority and Responsibility

Choice	Answer category	Frequency	Percentage%
a	Very good	24	82.76
b	Pretty good	5	17.24
c	Not good	0	0.00
d	Not good	0	0.00
Amount		29	100.00

Source: Results of Questionnaire No. 15

Data in table 17 It appears that of the 29 respondents as many as 24 respondents or 82.76 percent said it was very good, 5 respondents or 17.24 percent said it was quite good, while 0 respondents or 0.00 percent said no one said it was not good or not good.

From the results of data processing, it can be concluded that the distribution of authority and responsibility given by the sub-district leader to his employees can run effectively because responsibility is an absolute thing that an employee has in carrying out their duties.

To find out what if a sub-district leader gives authority to his employees if the leader is not in place. This can be seen in table 18.

Table 18.
Granting Authority to Employees if the Leader is Not in Place

Choice	Answer category	Frequency	Percentage
a	Very good	23	79.31
b	Pretty good	6	20.69
d	Not good	0	0.00
e	Not good	0	0.00
Amount		29	100.00

Source: Results of Questionnaire No. 16

Data in table 18 Shows that 29 respondents as many as 23 respondents or 79.31 percent said it was very good, 6 respondents or 20.69 percent said it was quite good, while 0 respondents or 0.00 percent said no one said it was not good or not good

From the results of data processing, it shows that the sub-district leader gives authority to his employees if the leader is not in place, it can be said to be effective because it can facilitate a job.

To find out how if a sub-district leader provides supervision to employees who carry out their duties. This can be seen in table 19.

Table 19.
Leaders Provide Supervision To Their Employees

Choice	Answer category	Frequency	Percentage%
a	Very good	24	82.76
a	Pretty good	5	17.24
c	Not good	0	0.00
d	Not good	0	0.00
Amount		29	100.00

Source: Results of Questionnaire No. 17

The data in table 19 shows that from 29 respondents, 24 respondents or 82.76 percent stated that they were very good, 5 respondents or 17.24 percent stated that they were quite good, while 0 respondents or 0.00 percent did not state that they were not good or not good.

From the results of data processing, it shows that the sub-district leader provides supervision to employees who carry out their duties effectively because they can motivate employees to work better so that work can be completed quickly.

Control Function

To find out what if a sub-district leader always held a meeting to facilitate coordination. This can be seen in table 20.

Table 20.
Leader Holds Meeting

Choice	Answer category	Frequency	Percentage%
a	Very good	25	86.21
b	Pretty good	4	13.79
c	Not good	0	0.00
d	Not good	0	0.00
Amount		29	100.00

Source: Results of Questionnaire No. 18

Data in table 20It shows that of the 29 respondents, 25 respondents or 86.21 percent said it was very good, 4 respondents or 13.79 percent said it was quite good, while those who said it was not good or not good were 0 respondents or 0.00 percent.

From the results of data processing, it can be said that when the sub-district leader always holds meetings to facilitate coordination, it is said to be effective because at the time of holding a meeting, employees usually provide feedback or input on all matters related to the office so that there are no misunderstandings between them.

To find out how a sub-district leader performs the division of tasks to his employees. This can be seen in table 21.

Table 21.
Division of Duties to Employees

Choice	Answer category	Frequency	Percentage%
a	Very good	25	86.21
b	Pretty good	4	13.79
c	Not good	0	0.00
d	Not good	0	0.00
Amount		29	100.00

Source: Results of Questionnaire No. 19

Data in table 21It shows that of the 29 respondents, 25 respondents or 86.21 percent said it was very good, 4 respondents or 13.79 percent said it was quite good, while those who said it was not good or not good were 0 respondents or 0.00 percent.

From the results of the distribution of answers given by respondents, it can be concluded that when the sub-district leader gives authority to his employees if the leader is not in place, it can be said to be effective because the leader gives tasks according to the abilities of his employees.

Analysis of the data presented is about the effectiveness of implementing the main functions of leadership in the Ujung Loe District Office, Bulukumba Regency. Where the leadership function must meet the following indicators, namely: instruction function, consulting function, participation function, delegation function, and control function. Because in life the leadership function has a very important position, because changes in the behavior of subordinates are determined by the leader, the right leadership function will encourage the emergence of subordinates' willingness to behave and do what the leader does.

In the analysis of the indicator data above, the percentage formula is used, where each answer choice is given a percentage according to its frequency, then the results of each data summed and then averaged, then the average result shows the leadership function of each of the indicators studied: the Instruction function is in the effective category; The Consulting function is in the effective category; The Participation function is in the effective category; The Delegation function is in the effective category; Control function is in the effective category; The effectiveness of implementing the main functions of leadership in the Ujung Loe District Office, Bulukumba Regency.

Discussion

For centuries leadership has been claimed to be an important element of organizational success in both the public and private sectors. Organizations take a very different approach to building quality leadership.

Certain management styles can play an important role in achieving positive work results (Huertas-Valdivia et al., 2019). Leadership is the process of influencing, directing and motivating members or workers in carrying out tasks in order to achieve the desired goals. In other words, leadership is the way a person influences the behavior of subordinates, in order to be willing to work together productively to achieve the goals of an organization. Leadership is also a learning journey. The journey of becoming a leader requires a new way of thinking, new

skills and new habits. The higher a person's position, the greater the responsibility, the greater the potential.

The leader as a communicator is the one who determines what, how, when, and where the order is carried out so that the decision can be implemented effectively. Many studies have shown that good leadership development is one of the driving forces for organizational success in the future, and evidence suggests that inadequate leadership and management skills are the main factors contributing to organizational failure (Özer & Tinaztepe, 2014).

The leader in an effort to make decisions, the leader often needs consideration, which requires him to consult with the people he leads who are considered to have various information materials needed in making decisions. Therefore, the leader needs to build a strong relationship with employees, one of which is by providing motivation, work motivation throughout the leadership process, starting with the supervisor's work motivation as a potential anthem of the leadership style and continuing to how the leadership style is associated with the work motivation of subordinates.

The ability to influence employees is a determining factor for success in the organization. In this case, it involves subordinates actively in accordance with their respective duties and how to motivate subordinates to play an active role in an integrated manner, cooperate with other employees and utilize the organization

The leadership also needs to delegate the authority to make/make decisions, either through approval or without the consent of the leadership. The delegate function basically means trust. Good trust will lead to a good relationship between leaders and employees. This makes it easy for leaders to direct employees to be able to achieve the goals that have been set by the organization before.

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