

Bureaucratic Leadership Head of the Office of Population and Civil Registry Office of Soppeng

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ABSTRACT

The purpose of this study is to find out how maximal the bureaucratic leadership is carried out by the Head of the Soppeng Regency Population and Civil Registry Office. This research uses descriptive research type. The sampling technique used is saturated sampling technique, while the data collection methods used are observation and questionnaires. The data obtained using quantitative analysis and presented in the form of a frequency distribution table, where the scale used is the Likert scale. The results showed that the implementation of bureaucratic leadership at the Population and Civil Registry Office of Soppeng Regency could be categorized as "Not Good".

Keywords: Leadership, office of population and civil registry, bureaucracy.

INTRODUCTION

In an organization, both formal and non-formal organizations, of course, have a vision and mission that become the basis for moving an organization to achieve its goals. In achieving goals and improving the performance of an organization, a leader has a great influence on the performance of subordinates in terms of directing, influencing and motivating subordinates (Akib & Darwis, 2015; Jumriani et al., 2015; Prasetyawati & Baharuddin, 2016; Sudaryono, 2014; Wirawan, 2013). Leadership in an organization, including bureaucracy, is very important, this can be seen from several opinions, including: (Pasolong, 2014) argues that "Without leadership, an organization is a disorganized, chaotic collection of people and machines."

Kartasasmita in (Pasolong, 2014), stated that leadership is very important and very decisive in the life of every nation, because the progress and decline of society, the ups and downs of the nation, are determined by its leaders. The role of the leader is very important in an organization to achieve predetermined goals and has a great influence on the success or failure of an organization, be it bureaucracy in government.

As a leader in a bureaucratic organization, he acts as an administrator in decision making. Leaders in bureaucratic organizations are appointed by authorized officials, therefore in practice it is possible for an official to act only as a leader and not a leader (Ismail, 2017; Niswaty & Darwis, 2015; Rivai & Mulyadi, 2012; Sumardianti, 2016). In government organizations, such as the Soppeng Regency Population and Civil Registry Office. Leaders must be able to direct, coordinate and influence their employees in terms of carrying out tasks, responsibilities and others so that organizational goals can be achieved.

The Population and Civil Registry Office of Soppeng Regency is one of the agencies in charge of carrying out the preparation and implementation of regional policies in the field of national unity and politics. The bureaucratic system is implemented with the aim that the implementation of work can run effectively and efficiently (Dwiyanto, 2018; Articleong, 2013;

Siahaan, 2014; Yusriadi, 2018). However, based on research results, employee productivity is not as expected. There are many things such as employee work results that are not as expected, delayed and often inefficient work, and others. This of course returns to the leader as a figure who directs the work of subordinates so that organizational goals can be achieved. If the leader does not act as it should, then the bureaucracy that should be the ideal system will turn into a convoluted and impractical process that will ultimately reduce organizational productivity. Based on the background of the problem above, the problem that will be discussed in this study is formulated, namely how is the Bureaucratic Leadership applied by the Head of the Soppeng Regency Population and Civil Registry Office?.

METHOD

This research took place at the Office of Population and Civil Registry of Soppeng Regency. This study uses descriptive research that describes the form of bureaucratic leadership of the Head of the Population and Civil Registry Office of Soppeng Regency, while the data analysis used is descriptive analysis, namely the analysis used to describe or describe the data that has been collected using the Frequency Distribution Table.

The population in this study were all employees of the Population and Civil Registry Office of Soppeng Regency, as many as 28 people. And the sampling technique used is a saturated sample which is used to determine the entire member that is used as a sample (Sugiyono, 2017). Thus, the sample used in this study were all employees of the North Toraja National and Political Unity Agency, as many as 28 people.

In this study, the authors used two data collection techniques, namely: 1) Observation, carried out by observing directly the Head of the Soppeng Regency Population and Civil Registry Office in carrying out their duties as office leaders. 2) Questionnaire, distributing a list of questions in writing to the employees of the Soppeng Regency Population and Civil Registry Office.

RESEARCH RESULTS AND DISCUSSION

Based on the Approved Rules

In government agencies there are rules, main tasks and procedures that have been established and approved to be a reference in carrying out their duties as leaders. The implementation of the rules becomes very important considering that bureaucratic organizations are administrative-oriented organizations. To find out the description of the application of the rules by the leadership, it can be seen through the following respondents' responses: The leader acts in accordance with the main duties of the function and the applicable rules/procedures.

Table 1.**Respondents' Responses Regarding the Leadership Acting in Accordance with the Main Tasks of The Function and Applicable Rules/Procedures**

Score	Respondents Response	Frequency	Percentage (%)
5	Very good	2	7.14
4	Well	10	35.71
3	Neutral	3	10.71
2	Not good	6	21.43
1	Very Not Good	7	25.00
Amount		28	100.00

Source: 2022 Questionnaire Data Processing Results

Table 1. The above shows that of the 28 respondents there are 2 (7.14%) respondents with a total score of 10 stating that regarding the leadership acting in accordance with the main tasks of the function and applicable rules/procedures, it is in the very good category, 10 (35, 71%) with a total score of 40 stated good, 3 (10.72%) with a total score of 9 stated neutral, 6 (21.43%) with a total score of 12 stated not good, and 7 (25%) with a total score of 7 stated not very good.

Based on the description above, it can be concluded that in general the Head of the Soppeng Regency Population and Civil Registration Office is in the "Neutral" category in acting in accordance with the main duties of the functions and applicable rules/procedures. Leaders supervise employees in carrying out their duties in accordance with applicable rules/procedures.

Table 2.**Respondents' Responses Regarding the Leadership Supervising Employees in Carrying Out Tasks to Comply with Applicable Rules/Procedures**

Score	Respondents Response	Frequency	Percentage (%)
5	Very good	0	0.00
4	Well	6	21.43
3	Neutral	3	10.71
2	Not good	10	35.71
1	Very Not Good	9	32.14
Amount		28	100.00

Source: 2022 Questionnaire Data Processing Results

Table 2. The above shows that of the 28 respondents there were no respondents who stated that regarding the leadership acting in accordance with the main duties of functions and applicable rules/procedures, it was in the very good category, 6 (21.43%) with a total score of 24 stated good, 3 (10.71%) with a total score of 9 stated neutral, 10 (35.71%) with a total score of 20 stated not good, and 9 (32.14%) with a total score of 9 stated very not good.

Based on the description above, it can be concluded that in general the Head of the Soppeng Regency Population and Civil Registration Office is in the "Neutral" category in supervising employees in carrying out their duties in accordance with applicable rules/procedures.

Specialization

As an organization with a bureaucratic character, the tasks carried out are large-scale and the tasks carried out are routine. In carrying out their duties, employees are required to work effectively so that employee work specialization is needed so that large tasks can be broken down into several divisions so that employee productivity can increase. The leadership role is needed in organizing the placement of employee assignments.

To find out the description of specialization by the leadership, it can be seen through the following respondents' responses: Leaders know and understand the expertise of each employee.

Table 3.
Respondents' Responses regarding the leadership knowing and understanding the expertise of each employee.

Score	Respondents Response	Frequency	Percentage (%)
5	Very good	0	0.00
4	Well	6	21.43
3	Neutral/Doubtful	0	0.00
2	Not good	8	28.57
1	Very Not Good	14	50.00
Amount		28	100.00

Source: 2022 Questionnaire Data Processing Results

Table 3. The above shows that of the 28 respondents the leadership knows and understands the expertise of each employee is in the very good category, 6 (21.43%) with a total score of 24 state good, no respondent states neutral, 8 (28.57%) with a total score of 16 states no good, and 14 (50%) with a total score of 14 stated very bad. Based on the description above, it can be concluded that in general the Head of the Soppeng Regency Population and Civil Registry Office is in the "Not Good" category in leaders know and understand the expertise of each employee. Leaders assign tasks to employees according to their fields.

Table 4.
Respondents' Responses Regarding the Leadership Assigning Tasks to Employees in Accordance with Their Fields.

Score	Respondents Response	Frequency	Percentage (%)
5	Very good	6	21.43
4	Well	9	32.14
3	Neutral/Doubtful	0	0.00
2	Not good	7	25.00
1	Very Not Good	6	21.43
Amount		28	100.00

Source: 2022 Questionnaire Data Processing Results

Table 4. The above shows that of the 28 respondents there are 6 (21.43%) respondents with a total score of 30 stating that regarding the leadership assigns tasks to employees according to their fields in the very good category, 9 (32.14%) with a total score of 36 stated good, no respondents stated neutral, 7 (25%) with a total score of 14 stated not good, and 6 (21.43%) with a total score of 6 stated that it was not very good.

Based on the description above, it can be concluded that in general the Head of the Soppeng Regency Population and Civil Registry Office is in the "Good" category in The leader assigns tasks to employees according to their fields.

Hierarchy

As stated by (Weber, 1952) that bureaucracy is a system of power, in which the superordinate (superior) exercises power to the subordinates (subordinates). In this case the power in question is supervision in the implementation of work, where superiors direct and supervise their subordinates. Hierarchy is one of the most important indicators in looking at bureaucratic leadership because the hierarchy in the organization shows the level of power and position. The higher the position, the more power it has. Leaders must be able to place a person in accordance with the hierarchy of his position, in order to create an established and orderly organizational structure. To find out the description of the hierarchy by the leadership, it can be seen through the following respondents' responses: Leaders give authority/authority in accordance with the hierarchy of positions in employees.

Table 5.
Respondents' Responses Regarding the Leadership Giving Authority/Authority in Accordance With the Hierarchy of Positions In Employees.

Score	Respondents Response	Frequency	Percentage (%)
5	Very good	10	35.71
4	Well	9	32.14
3	Neutral/Doubtful	6	21.43
2	Not good	3	10.71
1	Very Not Good	0	0.00
Amount		28	100.00

Source: 2022 Questionnaire Data Processing Results

Table 5. The above shows that of the 28 respondents there were 10 (35.71%) respondents with a total score of 50 stating that regarding the leadership gives authority/authority in accordance with the hierarchy of positions to employees in the very good category, 9 (32.14%) with a total score of 36 states good, 6 (21.43%) with a total score of 18 states neutral, 3 (10.71 %) with a total score of 6 stating it was not good, and there were no respondents who stated that it was not very good.

Based on the description above, it can be concluded that in general the Head of the Soppeng Regency Population and Civil Registry Office is in the "Good" category in give authority/authority in accordance with the hierarchy of positions to employees. Leader use one-way (top-down) communication in assigning tasks.

Table 6
Respondents' Responses to the Leadership Using One-Way (Top-Down) Communication in Assigning Tasks.

Score	Respondents Response	Frequency	Percentage (%)
5	Very good	0	0.00
4	Well	8	28.57
3	Neutral/Doubtful	4	14.29
2	Not good	9	32.14
1	Very Not Good	7	25.00
Amount		28	100.00

Source: Results of the 2022 Questionnaire Data Processing

Table 6. The above shows that out of 28 respondents there were no respondents who stated that regarding leaders use one-way communication (top to bottom) in giving assignments

in the very good category, 8 (28.57%) with a total score of 32 states good, 4 (14.29%) with a total score of 12 states neutral, 9 (32 .14%) with a total score of 18 stated that it was not good, and 7 (25%) with a total score of 7 stated that it was not very good. Based on the description above, it can be concluded that in general the Head of the Soppeng Regency Population and Civil Registry Office falls into the category "Neutral" in use one-way (top-down) communication in assigning tasks.

Qualified Personnel

Every organization definitely needs a qualified workforce in carrying out their duties. Not just working but being able to devote all abilities so that the resulting performance can reach the maximum point. To get qualified employees, of course, must go through a process of training and education. The role of a leader is how he is able to encourage employees to work optimally and seriously and have a sense of responsibility for the tasks given. Leaders must also be able to see the potential of each employee to determine career paths that are in accordance with organizational goals.

To find out the description of the quality of personnel by the leadership, it can be seen through the following respondents' responses: Leader demands quality performance from each employee.

Table 7

Respondents' Response to the Leadership Demands Quality Performance from Each Employee.

Score	Respondents Response	Frequency	Percentage (%)
5	Very good	3	10,71
4	Well	13	46,43
3	Neutral	2	7,14
2	Not good	4	14,29
1	Very Not Good	6	21,43
Amount		28	100,00

Sumber: Hasil Olah Data Kuesioner 2022

Tabel 7. The above shows that of the 28 respondents there were 3 (10.71%) respondents with a total score of 15 stating that regarding the leadership demanding quality performance from each employee it was in the very good category, 13 (46.43%) with a total score of 52 stated good , 2 (7.14%) with a total score of 6 stated neutral, 4 (14.29%) with a total score of 8 stated not good, and 6 (21.43%) with a total score of 6 stated very not good.

Based on the description above, it can be concluded that in general the Head of the Soppeng Regency Population and Civil Registry Office is in the "Good" category in demands quality performance from each employee. Leader provide opportunities for employees to carry out career development training and education.

Table 8
Respondents' Responses Regarding the Leadership Provide Opportunities for Employees to Carry Out Career Development Training and Education.

Score	Respondents Response	Frequency	Percentage (%)
5	Very good	4	14.29
4	Well	9	32.14
3	Neutral	6	21.43
2	Not good	6	21.43
1	Very Not Good	3	10.71
Amount		28	100.00

Source: Results of the 2022 Questionnaire Data Processing

Table 8. Above shows that of the 28 respondents there are 4 (14.29%) respondents with a total score of 20 stating that regarding leadership provides opportunities for employees to carry out career development training and education in the very good category, 9 (32.14%) with a total score of 36 stated good, 6 (21.43%) with a total score of 18 stated neutral, 6 (21.43%) with a total score of 12 stating it is not good, and 3 (10.71%) with a total score of 3 stating it is not very good.

Based on the description above, it can be concluded that in general the Head of the Soppeng Regency Population and Civil Registry Office is in the "Good" category in provide opportunities for employees to carry out career development training and education.

Exchange

Within the organization, being able to exchange personnel in responsible organizational roles allows organizational activities to be completed by different individuals. Leaders in relation to their role as supervisors and directors, must be able to see the shortcomings that occur and be nimble in covering these deficiencies. In this case, if a task cannot be carried out due to a certain reason, then the leader is obliged to place another person to complete the task so that no task is neglected.

To find out the description of the exchange by the leadership, it can be seen through the following respondents' responses: The leader assigns tasks outside the areas controlled / outside the duties of the employee's position.

Table 9
Respondents' Responses Regarding the Leadership Giving Tasks Outside the Areas Controlled by the Employee.

Score	Respondents Response	Frequency	Percentage (%)
5	Very good	2	7.14
4	Well	2	7.14
3	Neutral	4	14.29
2	Not good	12	42.86
1	Very Not Good	8	28.57
Amount		28	100.00

Source: Results of the 2022 Questionnaire Data Processing

Table 9. Di above shows that of the 28 respondents there are as many as 2 (7.14%) respondents with a total score of 10 stating that regarding the leadership assigns tasks outside the fields controlled by the employees in the very good category, 2 (7.14%) with a total score of 8 states good, 4 (14.29%) with a total score of 12 states neutral, 12 (42.86%) with a total score of 8 stating not good, and 8 (28.57%) with a total score of 8 stating very not good.

Based on the description above, it can be concluded that in general the Head of the Soppeng Regency Population and Civil Registry Office falls into the category "Neutral" in assigning tasks outside the areas controlled by the employee. Leaders require employees to master more than one work procedure outside of the job duties.

Table 10.
Respondents' Responses Regarding Leadership Require Employees To Master More Than One Work Procedure Outside Of The Job's Main Duties And Responsibilities.

Score	Respondents Response	Frequency	Percentage (%)
5	Very good	5	17.86
4	Well	3	10.71
3	Neutral	0	0.00
2	Not good	10	35.71
1	Very Not Good	10	35.71
Amount		28	100.00

Source: Results of the 2022 Questionnaire Data Processing

Table 10. The above shows that of the 28 respondents there are 5 (17.86%) respondents with a total score of 25 stating that regarding the leadership requires employees to master more than one work procedure outside the job duties and responsibilities is in the very good category, 3 (10.71%) with a total score of 12 states good, no respondent states neutral, 10 (35.71%) with a total a score of 20 states that it is not good, and 10 (35.71%) with a total score of 10 states that it is not very good. Based on the description above, it can be concluded that in general the Head of

the Soppeng Regency Population and Civil Registry Office falls into the category **Neutral**” inquires employees to master more than one procedure. work outside of job duties.

Impersonality

The organization is a forum for people who work together to achieve agreed goals. In the organization there are various different individuals, which often lead to conflicts that can disrupt the integrity of the organization. The strength of an organization comes from the unity of all members who are bound in one common goal. Personal interests and attitudes must be put aside in favor of shared priorities. A leader must be able to unite all employees to feel that they are an important part of the organization and all members are family. But besides that, the leadership must place professionalism in the organization so that employees understand their responsibilities within the organization. To find out the description of impersonality and professionalism by the leadership, it can be seen through the following respondents' responses: The leader assigns tasks to be done in groups.

Table 11.
Respondents' Responses Regarding The Leader Giving Assignments To Be Done In Groups.

Score	Respondents Response	Frequency	Percentage (%)
5	Very good	1	3.57
4	Well	1	3.57
3	Neutral	2	7.14
2	Not good	14	50.00
1	Very Not Good	10	35.71
Amount		28	100.00

Source: Results of the 2022 Questionnaire

Table 11. The above shows that of the 28 respondents there are 1 (3.57%) respondents with a total score of 5 stating that regarding the leader gives tasks to be done in groups in the very good category, 1 (3.57%) with a total score of 4 states good, 2 (7.14%) with a total score of 6 states neutral, 14 (50.00%) with a total score of 20 is not good, and 10 (35.71%) with a total score of 14 states very not good. Based on the description above, it can be concluded that in general the Head of the Soppeng Regency Population and Civil Registry Office is in the "Not Good" category in give assignments to be done in groups. Leaders foster good relationships between fellow employees and between superiors and subordinates.

Table 12.
Respondents' Responses Regarding the Leadership Foster Good Relations Between Fellow Employees and Between Superiors And Subordinates.

Score	Respondents Response	Frequency	Percentage (%)
5	Very good	1	3.57
4	Well	5	17.86
3	Neutral	9	32.14
2	Not good	7	25.00
1	Very Not Good	6	21.43
Amount		28	100.00

Source: Results of the 2022 Questionnaire

Table 12. The above shows that of the 28 respondents there are 1 (3.57%) respondents with a total score of 5 stating that regarding the leadership fosters good relations between fellow employees and between superiors and subordinates is in the very good category, 5 (17.86%) with a total score of 20 states good, 9 (32.14%) with a total score of 27 states neutral, 7 (25.00%) with a total score of 12 stating it was not good, and 6 (21.43%) with a total score of 7 states very not good.

Based on the description above, it can be concluded that in general the Head of the Soppeng Regency Population and Civil Registry Office falls into the category "**Neutral**" in foster good relations between fellow employees and between superiors and subordinates.

Detailed Tasks

Detailed job descriptions should be provided to all members of the organization as an outline of their formal duties and work responsibilities. Employees must have a clear understanding of what the organization wants from the performance they are doing. Leaders provide details of tasks to employees to avoid confusion or work errors that can hinder tasks from being completed.

To find out the description of the details of the tasks by the leadership, it can be seen through the following respondents' responses: Leaders provide details of tasks to employees.

Table 13
Respondents' Responses Regarding the Leadership Provide Details of Tasks to Employees.

Score	Respondents Response	Frequency	Percentage (%)
5	Very good	0	0.00
4	Well	3	10.71
3	Neutral	4	14.29
2	Not good	11	39.29
1	Very Not Good	10	35.71
Amount		28	100.00

Source: Results of the 2022 Questionnaire Data Processing

Table 13. The above shows that out of 28 respondents none stated that regarding the leadership provides details of tasks to employees in the very good category, 3 (10.71%) with a

total score of 12 states good, 4 (14.29%) with a total score of 12 states neutral, 11 (39.29%) with a total score 22 stated that it was not good, and 10 (35.71%) with a total score of 10 stated that it was not very good.

Based on the description above, it can be concluded that in general the Head of the Soppeng Regency Population and Civil Registry Office is in the "Not Good" category Provide job details to incoming employees. Leaders provide clear understanding to employees regarding the tasks assigned.

Tabel 14.
Respondents' Responses Regarding the Leadership Provide a Clear Understanding to Employees Regarding the Assigned Tasks.

Score	Respondents Response	Frequency	Percentage (%)
5	Very good	0	0.00
4	Well	4	14.29
3	Neutral	10	35.71
2	Not good	6	21.43
1	Very Not Good	8	28.57
Amount		28	100.00

Source: Results of the 2022 Questionnaire Data Processing

Table 14. The above shows that none of the 28 respondents stated that regarding the leadership providing a clear understanding to employees regarding the tasks given are in the very good category, 4 (14.29%) with a total score of 16 stated good, 10 (35.71%) with a total score of 30 stated neutral, 6 (21, 43%) with a total score of 12 stated that it was not good, and 8 (28.57%) with a total score of 8 stated that it was not very good. Based on the description above, it can be concluded that in general the Head of the Soppeng Regency Population and Civil Registry Office falls into the category "**Neutral**" in Leaders provide clear understanding to employees regarding the tasks assigned.

Rationality

According to the basic principle, the organization must be run with logical and predictable rules and implementation guidelines. The job of a leader is to make sure employees understand the core of the tasks assigned. Logical direction becomes the determining factor of an employee's level of understanding of the main tasks of his function and the outline of the tasks he carries out.

To find out the description of rationality by the leadership, it can be seen through the following respondents' responses: Leaders provide rational (logical) and easy-to-understand tasks and directions to employees.

Table 15.

Respondents' responses regarding the leadership provide rational (logical) and easy-to-understand tasks and directions to employees.

Score	Respondents Response	Frequency	Percentage (%)
5	Very good	0	0.00
4	Well	12	42.86
3	Neutral	2	7.14
2	Not good	6	21.43
1	Very Not Good	8	28.57
Amount		28	100.00

Source: Results of the 2022 Questionnaire Data Processing

Table 15. The above shows that none of the 28 respondents stated that regarding the leadership providing rational (logical) and easy-to-understand tasks and directions to employees is in the very good category, 12 (42.86%) with a total score of 48 states good, 2 (7.14%) with a total score of 6 states neutral, 6 (21.43%) with a total score of 12 stated that it was not good, and 8 (28.57%) with a total score of 8 stated that it was not very good. Based on the description above, it can be concluded that in general the Head of the Soppeng Regency Population and Civil Registry Office falls into the category "**Neutral**" in provide rational (logical) and easy-to-understand tasks and directions to employees. PLeaders can provide solutions to problems in the tasks assigned to employees.

Table 16.

Respondents' responses to the leadership can provide solutions to obstacles in the tasks assigned to employees.

Score	Respondents Response	Frequency	Percentage (%)
5	Very good	1	3.57
4	Well	3	10.71
3	Neutral	7	25.00
2	Not good	8	28.57
1	Very Not Good	9	32.14
Amount		28	100.00

Source: Results of the 2022 Questionnaire Data Processing

Table 16. The above shows that of the 28 respondents there are 1 (3.57%) with a total score of 5 which states that regarding the leadership can provide solutions to obstacles in the tasks given to employees are in the very good category, 3 (10.71%) with a total score of 12 states good, 7 (25.00) with a total score of 21 states neutral, 8 (28, 57%) with a total score of 16 stated that it was not good, and 9 (32.14%) with a total score of 9 stated that it was not very good. Based on the description above, it can be concluded that in general the Head of the Soppeng Regency Population and Civil Registry Office falls into the category "**Neutral**"

inprovide rational (logical) and easy-to-understand tasks and directions to employees. Based on the table of respondents' responses to the questionnaire, we can process it in the form of a table per indicator as follows.

CONCLUSION

Based on the discussion and research results "Bureaucratic Leadership of the Head of the Soppeng Regency Office of Population and Civil Registration for the 2022 Period" in the previous chapter, it can be concluded that the implementation of bureaucratic leadership at the Soppeng Regency Population and Civil Registry Office can be categorized as "Not Good".

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