

# The Effectiveness of Leadership Functions Implementation in The Makassar Departement of Manpower

*by* Risma Niswaty

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## **The Effectiveness of Leadership Functions Implementation in The Makassar Departement of Manpower**

**Risma Niswaty<sup>1</sup>, Fajriah Juniati<sup>2</sup>, Muh. Darwis<sup>3</sup>, Rudi Salam<sup>4</sup>,  
Sitti Hardiyanti Arhas<sup>5</sup>**

Universitas Negeri Makassar  
Email: niswatyku@gmail.com

**Abstract:** This study aims to find out how leadership functions implementation in the Makassar Departement of Manpower. Research design, data processing and data analysis in this research are a descriptive approach. The techniques used in collecting data are observation, questionnaires, interviews and documentation. The results indicate the effectiveness of the implementation of the leadership function in the Makassar Departement of Manpower is quite effective. The results of the indicators, first, decision making functions and delegate functions are classified as effective; second, instructive functions, consultative functions and participatory functions are categorized quite effective. The application of the leadership function in the Makassar Departement of Manpower is quite effective because leader is able to revive the organization with a good work climate and the leaders in the Departement of Manpower can always be part of what their employees feel.

**Keywords:** Effectiveness, Leadership, Functions of leadership

Leadership is an absolute necessity that must be possessed because leadership as the driving force of the organization, which is done by convincing subordinates to work well to achieve organizational goals (Ackoff, 1999; Palmer et al, 2001). The success and failure of the leader is determined by the style of behaving and acting (Awaru, 2015; Sanjaya and Baharuddin, 2014). Every organization is always faced with the problem of limited human resources in achieving its objectives (Akib and Salam, 2016; Salam, 2015). The interaction between various resources must be managed properly so that they can achieve their goals effectively. The effectiveness of work can be defined as the ability to do something right and as the ability to do something right on target. Effectiveness is a key element of organizational activity in achieving predetermined goals or targets. When viewed from the aspect of success in achieving goals, effectiveness is focused on the level of achievement of organizational goals. Furthermore, in terms of timeliness, effectiveness is the achievement of various predetermined targets on time by using related resources that have been allocated to do various activities. Therefore, if the sub-district leadership is able to increase the effectiveness of the work of its employees, the organization will benefit from achieving goals with a short time in work and the acquisition of short work results. If these positive efforts to improve the

effectiveness of employee work have been done, then it will provide value-added to the leadership of the sub-district head itself.

Based on observations of researchers since taking part in a field practice program (PPL) at the Makassar City Manpower Office in 2016, where researcher saw the implementation of the leadership function's the head of department is not running well. This was because the heads of department were unable to build their employees to work effective and efficient, and also the morale of some employees is still lacking, namely during working hours, there are still many employees who carry out other activities outside of the activity, sometimes they are also reluctant to contribute their ideas in supporting the smooth running of activities carried out by the labor agency. Effectiveness is a measure that illustrates how far the target can be achieved. The definition of effectiveness is more output oriented while the problem of using input is less of a major concern. Effectiveness is closely related to achieving maximum work, in terms of achieving targets related to quality, quantity and time. If efficiency is associated with effectiveness, it is related to efforts to compare inputs with the realization of use or how the work is carried out.

Leadership is the central point and policy determinant of every activity that will be carried out in an organization (Bass et al, 2003; Conner and Strobel, 2007; Heifetz and Laurie, 1997; Longshore, 1987; Wilson, 1999). A leader in carrying out his leadership must have the ability to implement leadership functions in order to get support, without losing respect, reluctance and compliance from all members of the organization (Hulpia et al., 2011; Mckimm and Swanwick, 2014).

The function of decision making as a leadership strategy is very important role. It is reasonable because without that ability and courage, the leader is not likely to move the members of his organization. Instructive functions do not have to be carried out in an authoritarian manner, which can result in leaders losing their authority because instruction is opposed or rejected and not carried out by members of the organization. Power or authority does not need to encourage a leader to act as a ruler who should not be interfered in making decisions and his instructions must not be denied in the implementation of prescribed decisions. In instructive functions, it does not have to be carried out in an authoritarian manner, which can affect the leader to lose his authority because the instructions are opposed or rejected and not carried out by members of the organization. Power or authority does not need to encourage a leader to act as a ruler who should not be interfered in making decisions and his instructions must not be denied in the implementation of prescribed decisions. The consultative function means the leader is placed as the main character who is believed to know who can help various problems faced by members of the organization at work. In participatory functions, a leader does not need to be someone who is feared because it is easy or like to punish or sanction. Likewise leadership is not to use strength or power based on position or ability of performance, so that it feels happy to behave away from members of the organization. The function of delegation is carried out to create a dynamic organization in following the development of science and technology in their fields, because the top leadership is not possible to implement it himself.

## METHODS

This research is descriptive research to collect information and describe a symptoms or a phenomenon that existed at the time the research was conducted. In this study, the population of the study was all employees of the Makassar City Manpower Office, totaling 109 people, including honorary employees. Based on these opinions, the number of samples in this study will be determined as much as 20% of the total population of 109 people. Hence, the samples in this study were 23 respondents. Data collection techniques used were observation, questionnaires, interviews and documentation. Meanwhile, the data analysis techniques used are descriptive data analysis techniques.

## FINDINGS & DISCUSSION

### Findings

The leader is a figure who occupies a central role or dominant and influential position in a group where a leader can carry out his leadership functions so that the survival of an organization can run well. To find out the effectiveness of implementing leadership functions in the Makassar City Manpower Office, it can be measured through several indicators in leadership functions for a leader, namely as decision-making functions, instructive functions, consultative functions, participatory functions, and delegate functions.

Decision-making function, namely a leader who has the ability to make decisions about what must be done by his employees. Based on the results of the research, the decision-making function can be seen in Figure 1.



Figure 1 An overview of the decision-making function

From figure 1, it can be seen that the majority of respondents argue that the leader always involves employees in decision making, always asks for advice or opinions of other employees, decisions made by leaders are always accepted by

employees, and decisions taken by leaders always have a good impact on the organization.

In **25** active function, which is a power or responsibility held by a well-run leader. Based on the results of the study, instructive functions can be seen in Figure 2.

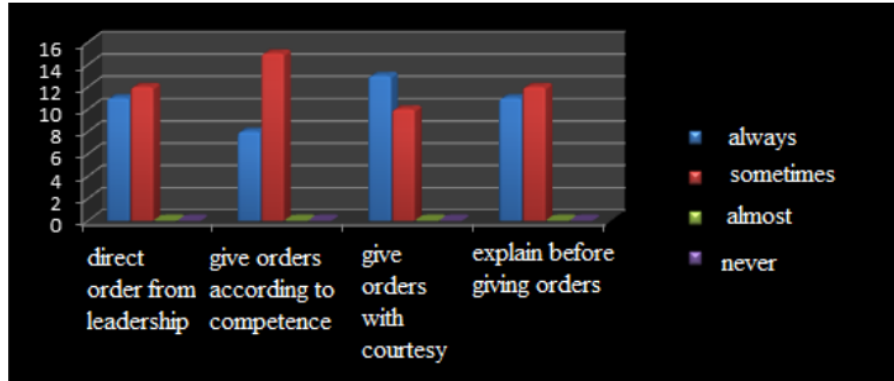


Figure 2 An overview of instructive functions

Figure 2 shows that the majority of respondents argue that the orders given by the leader are often directly done, the leader also often gives orders in accordance with employee competencies, leaders always give orders politely and politely, and leaders often provide explanations before giving orders.

Consultative function, namely a leader who must be a figure in an organization that can become the foundation of employees when employees get problems in work. Based on the results of the study, the description of the consultative function can be seen in Figure 3.

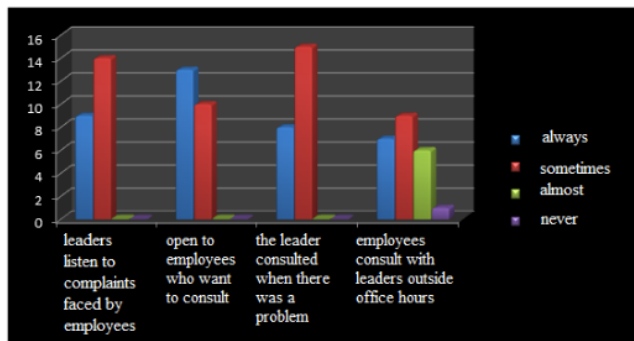


Figure 3 Overview of consultative functions

Figure 3 shows that the majority of respondents argue that the leader often listens to complaints that are faced by employees, the leader is always open to

employees who want to consult, and leaders often consult employees if there are problems, and employees often consult with leaders outside working hours.

Participatory function, namely a leader who is able to see employees at work and can contribute to employees such as attending when there is a meeting. Based on the results of the study, the description of participatory functions can be seen in Figure 4.

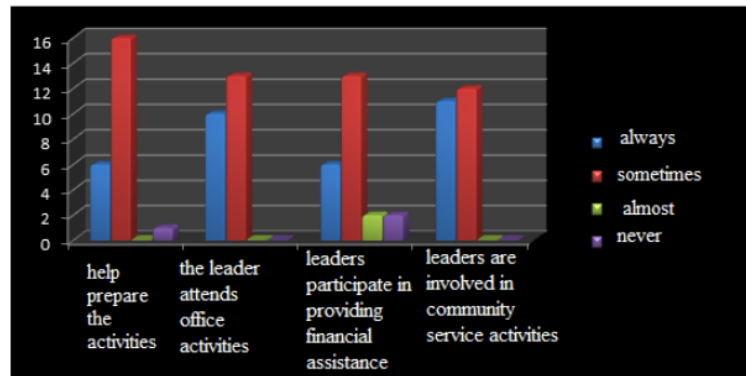


Figure 4 Description of participatory functions

From Figure 4, it can be seen that the majority of respondents think that the leader always participates in preparing for the implementation of office activities, the leader always attends every office activity, the leader always participates in providing financial assistance, and the leader often participates in community service activities.

Delegate function, namely the ability of someone to influence other people so that they are willing to cooperate to achieve the goals set in an office. Based on the results of the study, the description of participatory functions can be seen in Figure 5.

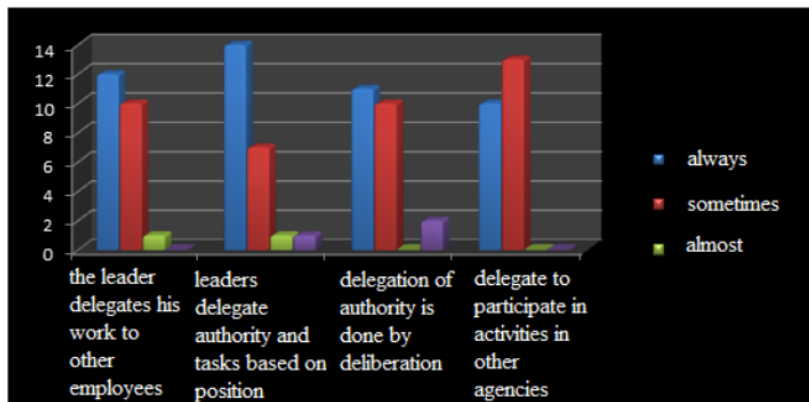


Figure 5 Picture of delegate function

It can be seen on figure 5 that the majority of respondents argue that the leader always delegates his position to other employees, the leader always delegates authority and assignments based on position, the leader always delegates authority through deliberation, and the leader always delegates to participate in other agencies.

### **Discussion**

In an organization it takes a figure of a leader who can make decisions quickly and precisely for the good of the organization (Dyer et al, 2009; Making, 2002; Mckimm and Swanwick, 2013; Snowden and Boone, 2007; Tatum, et al, 2003; Vroom, 2000; Westaby et al, 2010), including in the Government organization of the Makassar City Manpower Office needed a leader who can make decisions quickly, accurately and precisely for the good of agencies he led. Looking at the results of data analysis in which the application of the head of service leadership function as a decision-making function is relatively effective. This can be demonstrated by the head of the Manpower Office by always involving his subordinates to be involved or participate in making decisions.

Looking at the explanation, it can be illustrated that the head of the Makassar City Manpower Office in his role as decision maker, involved a number of representatives from his staff before making a decision. The involvement of employees so that they can contribute in the form of positive input and suggestions in supporting the process of administering government activities which are the vision and mission of the Makassar City Manpower Office, so that this shows that the function of leadership in decision making has been effective.

The head of the Makassar City Manpower Office certainly has the right and authority to give orders to his subordinates in carrying out the tasks of the extension of the Makassar City government program, namely to realize development progress in every social aspect. Responsibility in their duties, the leader also has the power to give orders to his employees to be able to make a real contribution in accordance with their respective duties and responsibilities. Giving orders made by the Manpower office leadership can be done by giving direct orders or indirect orders. Instructive style is applied to employees who are not able and do not dare to assume responsibility, when carrying out tasks requires explanation, arrangement/direction and supervision specifically (Nurbaya and Zahri, 2015).

Giving direct orders means that the head of the Service directly descends orders and instructions to his employees to carry out the tasks given. Whereas, giving an indirect order means that the head of the office does not intervene directly to give orders to his employees, but through the person who represents him. The person who represents the agency head in giving instructions and orders is usually the official secretary as the person who is authorized to become a leader when the service head is carrying out official duties outside the office. Based on the explanation of the function of the leadership of the Makassar City Manpower office as an instructive function, which is obtained an illustration that the application of leadership functions as an instructive function is quite effective.

One of the functions carried out by the head of the Makassar City Manpower Office is that it is a consultative function in which the consultative function takes place and of two-way communication and includes its implementation very much dependent on the leadership. In the first stage in an effort to establish a decision where the leader often requires material consideration, which requires him to consult with the people he leads. Consultation can be carried out in limited ways only with certain people, who are judged to have various information materials that are needed in making decisions.

The next stage of consultation from the leadership of the people who are led can be done after the decision has been established and is under implementation. Consultation is intended to obtain input in the form of feedback that can be used to improve and refine the decisions that have been established and implemented. By running the consultative function, it can be expected that leaders can embrace complaints from the problems faced by employees in their jobs so that employees feel cared for and leaders have responsibility for the purpose of carrying out any work in the office.

Looking at the results of research on this aspect where the application of the leadership function in the Makassar City Manpower Office as a consultative function can be categorized as effective. This is due to the attitude shown by the leader who is always open to his employees in listening to all their complaints, both work and personal matters.

The task carried out by a leader of the Manpower Office as a consultative function also cannot run well, if the other employees do not have openness by being honest with the leadership regarding obstacles or problems faced by employees. However, it can also be seen at the Makassar City Manpower Office when employees get problems in their work, they will consult either the coworkers or directly to the leadership to ask for an opinion or a solution to the problem.

Participatory function will only be realized if the leader develops communication that allows the exchange of opinions, ideas and views in solving problems, which for the leadership can be used to make decisions. In connection with that deliberation is important, both those carried out through meetings and visiting each other at every opportunity. Deliberation as an opportunity to participate, must be continued in the form of participation in various activities implementing the organizational program.

Participation carried out by employees is one of the factors that can help smooth the process of making a decision for leaders and the goals of the organization can go according to plan. The role of the leader in paying attention to employee participation because with this participation the employees will feel more valued and they feel that they are owned by the organization. The Head of the Makassar City Manpower Office leadership in carrying out its role as a participatory function has been running quite effectively, where the head of the Makassar City Manpower Office involving employees in meetings or activities outside the office, head of division also often conduct reviews or down to the field saw the employees who were working even involved in the voluntary work activities carried out by the manpower office on Fridays.

This function is carried out by giving an abundance of authority to make/determine decisions, both through approval and without the approval of the



leadership. This function requires the leader to sort out the main tasks of the organization and evaluate which can and cannot be delegated to the people they trust. The function of delegation basically means trust, the leader must be willing to be able to trust other people, in accordance with his position, if given the delegation of authority. While the recipient of the delegation must be able to maintain that trust, by implementing its responsibility.

The function of delegation must be realized by a leader because the progress and development of his group cannot be realized by himself. Therefore, a leader must have the ability to influence other people to cooperate well. So that when the leader cannot be in the office then some of the authority possessed by the leader needs to be delegated to the helpers, so that it can be implemented effectively and efficiently.

This delegalize function will greatly assist the task of the head of the Makassar City Manpower Office because looking at the duties and functions of the head of division, the time the head of office has to be in the office is very limited because in addition to working on his duties, he also has outside activities to attend existing activities. Therefore this delegalize function is very useful for leaders of the Manpower Office, but as the main leader who is fully responsible for the tasks that exist in the office then a leader must be able to see and know the employees who can be mandated to carry out their duties as long as the leader is not in the office.

Based on the results of research on aspects of this delegation where leaders can carry out their delegalize functions effectively. The leadership in the Makassar City Manpower Office in its role as delegalize has been effective, because the head of the agency has been able to be a good influence for the employees in the office and the service leadership also has good ability to influence employees so that employees can improve their performance well. In addition, the delegation of authority carried out by leaders to employees is carried out based on seeing the abilities and responsibilities of the employee.

## CONCLUSION

Based on the results of research on the effectiveness of the leadership implementation function in the Makassar City Manpower Office, it can be summarized as follows: the leadership function in Makassar City Manpower Office in general has been running quite effectively. A good work environment and leaders in the Department of Manpower can always be part of what is felt by their employees.

14

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