

Description of Leadership in the Service of Youth and Sport Tourism the City of Gorontalo

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Abstract. *The good and right leadership is one of the important things in advancing the organization. Good leadership is shown from the capability and ability to control who they lead. This study aims to obtain a description of the description of leadership in the Department of Youth Tourism and Sports in the City of Gorontalo. The research method uses a qualitative approach to the type of descriptive research. Data collection techniques were carried out through interviews with several informants and observations and recording secondary data through searching for documents related to this research. The results of the study concluded that the Leadership in the Department of Youth Tourism and Sports in Gorontalo City was not optimal. This can be seen from the ability to make decisions, the ability to motivate, communication skills and ability to control subordinates.*

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INTRODUCTION

An organization will advance if it includes qualified and professional human resources. The organization is a social unit that is coordinated consciously with an identifiable reactive boundary, working continuously to achieve goals (Robbins, 2008). organization is an association of people whose efforts must be coordinated, composed of a number of sub-systems that are interconnected and interdependent, working together on the basis of division of labor, roles and authority, and have certain goals to be achieved. An organization consists of people who have a clear and continuous set of activities to achieve organizational goals. All actions taken in each activity are initiated and determined by humans who are members of the organization, where humans are the main support for any organization regardless of the form of that organization (Mulyadi and Rivai, 2009).

Human resources are a very important factor in an organization, both large and small organizations. In large-scale organizations, human resources are seen as a very determining element in the business development process, the role of human resources is becoming increasingly important. The development of government will be realized if it is supported by qualified state apparatus. In public organizations, subordinates always work depending on the leadership. If the leader does not have the ability to lead, very complex tasks cannot be done properly. If the manager is able to carry out its functions properly, it is very possible that the organization can achieve its goals. An organization needs an effective leader, who has the ability to influence the behavior of its members or subordinates. So, a leader or head of an organization will be recognized as a leader if he can influence and be able to direct his subordinates towards organizational goals.

The success of an organization in achieving its goals is largely determined by the performance of its employees, because employee performance is the real foundation of an organization. If the employee's performance is good, the organization will be fine. The

performance of an employee or a leader is basically a description of the employee's ability to handle every job, the level of employee performance can be assessed by the employee's ability to produce a job in accordance with predetermined standards. Knowing employee performance is very necessary for the organization, because then the organization will be able to measure the extent to which the organization can work to achieve its goals. The organization can also assess whether employees are capable of carrying out their duties and have achieved the set results or not. That way, the organization will be able to evaluate and make further plans (Masrukhin and Waridin, 2006).

Leadership is the ability and strength of a person to influence the mindset of others so that they are willing and able to follow their will, and inspire others to design something more meaningful. Leadership is an activity of leader behavior to influence through the communication process (information) so that subordinates can be directed to the organizational goals that have been set in advance. Employees must be led by people who have quality in leading. This quality is reflected if the leader is able to read the state of the organizational environment he leads, is able to influence and control subordinates with various characters and traits, and the leader is also able to make the best decisions to achieve organizational goals.

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The quality of the leader is often considered as the most important factor in the success or failure of an organization as well as the success or failure of an organization, both business and public oriented, usually perceived as the success or failure of the leader. So important is the role of the leader that the issue of the leader has become a focus that attracts the attention of researchers in the field of organizational behavior. Leaders play a key role in formulating and implementing organizational strategy.

Every leader is obliged to give serious attention to fostering, moving, directing all potential employees in their environment so that the volume and workload is directed to the goal. Leaders need to carry out serious coaching of employees so that it can lead to satisfaction and organizational commitment so that in the end it can increase high performance. Good performance is optimal performance, namely performance that is in accordance with organizational standards and supports the achievement of organizational goals, and is said to be bad if the opposite is true.

Leader's performance is closely related to performance appraisal, for this reason, employee performance appraisal needs to be carried out by an organization. Performance evaluation is a process for measuring or evaluating the results of work performed by a person or group of people in an organization. In other words, performance appraisal is determined by the results of human resource (HR) activities with performance standards that have been previously set by the organization. Knowing employee performance is very necessary for the organization, because then the organization will be able to measure the extent to which the organization can work to achieve its goals. The organization can also assess whether employees are capable of carrying out their duties and have achieved the specified results or not. That way, the organization will be able to evaluate and make further plans.

The focus of the research study is a local government organization, namely the Gorontalo City Youth and Sports Tourism Office. From the researchers' initial observations, it was observed that the performance of the officers received less attention. This can be seen from the lack of supervisory supervision in controlling the performance of the State Civil Service (ASN) on a regular basis. Furthermore, it is also evident that there is no assertiveness as a leader in reprimanding officers who are negligent or do not work properly so that it has a negative impact on the performance of ASN. Another thing is and there is no motivation for ASN related to the performance achievements, both periodically and annually.

Based on this, the employee performance (ASN) must be assessed and improved continuously. In assessing the performance of ASNs, it would be better if this activity did not stop with the existence of ASNs themselves. This should also be linked to a broader performance evaluation system and mechanism that involves a process of evaluating the quality of work motivation provided, and evaluating the quality of leadership of the leaders of the institutions where they work. In other words, the ASN performance appraisal process cannot be separated from work motivation, along with the roles and responsibilities of the agency leaders.

Employee performance improvement is always carried out in order to achieve the prime service target for the community, namely the creation of services provided by government officials in accordance with standards and can create a positive image.

On the other hand, the researcher observes that there is a lack of leadership initiative with the aim of embracing all ASN in order to create cooperation between the apparatus, which causes employees to be indifferent to an activity or in carrying out work. A leader should be able to make decisions under any circumstances, but what happens is that the leadership is too afraid to decide something urgent. Lack of courage to accept suggestions from employees in terms of carrying out an activity, always the policies taken are only one-sided so that it is then considered as causing a job or activity to not run effectively. As well as the lack of innovation and creativity of the leadership towards the progress of the organization, the apparatus and the organization have not made any progress that makes the organization able to compete with other organizations.

Several previous studies related to the same research theme as this research have been carried out by several previous researchers such as that carried out by Reza Hafikar Suardi, (2017) with the title of the role of leaders in improving employee performance (case study: PKP2A II City State Administration Agency (LAN) Makassar). This study aims to determine the role of the head of PKP2A II LAN Makassar city in improving employee performance using theory according to Henry Mintzberg. The results of his research indicate that the role of the Head of PKP2A II LAN Makassar in improving the performance of employees at the PKP2A II LAN Makassar office always plays an interpersonal role, decision making and informational role in improving employee performance at the PKP2A II LAN Makassar Office.

Further research was conducted by Ahmad Jamil, (2017), with the title of research, namely the contribution of leadership style and motivation to employee performance in the staffing agency and human resource development of Bau-Bau City. This study aims to determine whether there is a relationship between leadership style and motivation on employee performance. Specifically, this study tries to prove: 1) there is a relationship between leadership style and employee performance; 2) there is a relationship between motivation and employee performance; 3) there is a relationship between leadership style through motivation on employee performance.

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METHODS

This research uses a qualitative approach with descriptive research type. According to Sugiono (2012), qualitative research methods are research methods based on the philosophy of postpositivism, used to examine the conditions of natural objects that can be interpreted as being opposed to experiments. This study describes in depth the problem of the description of leadership in the Gorontalo City Tourism, Youth and Sports Office.

The data sources in this study were primary and secondary data. Primary data were obtained from informants / key informants, which in this study were as many as 7 people, among others: the Head of the Office, Secretary of the Service and 5 ASN people in the Gorontalo City Tourism, Youth and Sports Office. Furthermore, secondary data is obtained from searching documents related to research needs such as journal articles, proceeding articles, books, documents of applicable laws and regulations.

The data collection techniques carried out were interviews, observation and documentation in the field. Data analysis was carried out by qualitative descriptive analysis with several stages, namely data reduction, data display and data verification.

RESULTS AND DISCUSSION

Leadership is how to organize or management to influence, direct, guide, control and control others so that they can work in accordance with the expectations desired by the organization.

Leadership is an effort to influence subordinates through direct or indirect communication processes in order to achieve goals and objectives. To improve employee performance in an organization is not easy, in this case the role of the leader depends on the abilities of both parties between the leadership and subordinates. There is a reciprocal process between the two. The role of leadership is very important in order to support the success of an organization in developing the organization to achieve the desired goals. Therefore, leaders must be effective in being responsive to change, able to analyze the weaknesses and strengths of human resources so that they are able to solve problems that exist within the institution.

Apparatus resources are one of the most important parts of a government. In a good government is a government that is able to provide the best service to the community both in terms of speed and accuracy in public services and accuracy of targeting for people in need. So that society's needs for personal and public interests can be maximally achieved.

In this study focused on, the description of leadership in the Gorontalo City Youth and Sports Tourism Office using leadership indicators as expressed by Kartono, (2008), with his theory of leadership, namely the ability to make decisions, the ability to motivate, the ability to communicate, the ability to control subordinates, the responsibility and the ability to control emotions. The following is an explanation of the research results that have been obtained:

1. Ability to Make Decisions

Decision making is an action that determines the results in solving problems by choosing an alternative action that exists through a mental process and thinking in considering all alternative options that have negative and positive effects.

Decision making has an important role in making decisions taken by the leadership. In making the final decisions that must be carried out within the agency. The manager's decision is very important because it involves all aspects. Mistakes in making decisions can be detrimental to the organization.

From the research results obtained, it can be concluded that the ability to make decisions, namely the leadership is still less controlling and supervising the performance of employees, in this case the decision making is not evenly distributed and is still not optimal. In accordance with the findings of researchers in the field, there are also obstacles, namely the inadequacy of the thinking ability of a leader and lack of competence in dealing with existing problems. So that the ability to make this decision is highly recommended that a leader needs to take decisions that are discussed with all existing employees so that a joint decision is made, which is deliberative consensus, so that whatever decisions are issued can be understood and then can be carried out by all existing employees.

2. Ability to Motivate

The ability to motivate is the ability of a person or leader to encourage his subordinates. The ability to meet the needs in the scope of work, where the leadership's ability is expected to be present in meeting the needs of employees. Meeting the needs of an agency or organization can make work better.

In this second indicator, it is found that there are obstacles, namely the lack of support from the leadership for the formulation of a problem. In the case of making decisions not in accordance with the expectations of the subordinates. A leader must be able to become a motivator who motivates his subordinates to work well by increasing their performance. So with that the leadership must have the creative ability to encourage employees to move forward, such as providing the greatest possible opportunity in the form of providing training to human resources in order to improve performance. This is a form of a leader who wants to motivate his apparatus

3. Communication Skills

Communication skills are the leadership's ability to build relationships between leaders and subordinates. The reciprocal process between the recipient and the service provider that influences each other in which there is information, messages, ideas, thoughts or feelings. Leaders must have the ability to communicate meaning in creating a communicative atmosphere within the scope of work.

A leader is expected to be able to build good communication with his employees. From the results of the interviews that have been conducted, it shows that the leadership has the power to hold several preparatory meetings on several occasions and are carried out in stages, but if it is related to the effectiveness of the results of these meetings, it has not been able to improve performance in this office due to lack of coordination, so the research results obtained data that there is no follow-up to the results of meetings that have been held in terms of control of previously implemented programs. This is important because several programs that are implemented will get maximum results if they can be communicated by all parties in an agency.

4. Ability to control subordinates

A leader must have the ability to control his subordinates, meaning that he must be able to make other people follow his instructions because a leader has the power of a position that can affect the affairs of the job or the scope of work. The goal is so that tasks can be accomplished properly.

On the indicator of the ability to control subordinates, in this case the leadership is still unable to solve problems in a state of urgency, especially when it comes to solving at a lower level, the ability to solve problems, especially those related to what happens at lower levels, is an art that a leader must have. The results of the interviews that have been conducted show that this capability has not been fully implemented by the leadership in the Gorontalo City Tourism, Youth and Sports Office, where it is seen that the leadership is still not fast enough to make decisions, especially in conditions that are somewhat pressed.

5. Responsibilities

A leader must be able to guide and control his subordinates. The leader must be able to move his subordinates or cause a person or group to achieve its goals. The responsibility of a leader is very important in formulating and making a decision. Responsibility is something that is imposed on a person to carry out responsibilities at work.

In this responsibility indicator, it can be seen that there is a willingness and effort from the leadership in the Gorontalo City Tourism, Youth and Sports Office in covering each work program in the Office, this can be seen from the results of interviews which show that the leadership has made efforts in realize several existing programs with a full focus on completing tasks.

6. Ability to Control Emotions

The ability to control emotions is the ability for a person to control himself to be able to withstand everything that can harm himself and the crowd. Leaders must be able and able to control attitudes and behavior in any circumstances. So that people around him or leaders are able to achieve something that is expected.

In the ability to control emotions, a leader is responsible for his subordinates and their performance. Self-control over something that happens and being able to handle it is the right action as a leader. From the description previously described, the researcher concludes that the Leadership Description at the Gorontalo City Youth and Sports Tourism Office has not been implemented optimally in accordance with the theory / concept put forward by Kartono.

CONCLUSIONS AND SUGGESTION

Based on the results of previous research and discussion, it can be concluded that the description of leadership in the Gorontalo City Youth and Sports Tourism Office is not optimal in terms of the ability to make decisions, the ability to motivate, the ability to communicate and the ability to control subordinates. Meanwhile, the indicators of responsibility and ability to control emotions have been implemented quite well. Several things that are important from the results of the research carried out explain that there is still a need to increase the presence of a leader to motivate and direct employees to improve performance.

Based on the research results obtained, the suggestions that can be put forward are as follows:

1. The performance of employees or subordinates will increase if the leader is able to make correct and correct decisions so that it is hoped that employees will work calmly and are motivated to improve performance in their respective duties.
2. Leaders must be able to take solutions so that employee performance increases and the cooperative relationship between subordinates and leaders must be optimized in order to achieve the desired goals and objectives.

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