The Ideal Leadership Role On Government Agency (Study on the General Department in The Indonesian Ministry of Social Affairs)

by Joseph Renwarin

The Ideal Leadership Role On Government Agency (Study on the General Department in The Indonesian Ministry of Social Affairs)

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Abstract: This study discusses the influence of leadership behavior and internal communication on work effectiveness. The research location is at the Ministry of Social Affairs of the Republic of Indonesia. The method used in this study is a quantitative method and data collection through a questionnaire survey distributed via google form with a total of 85 respondents. The sampling technique used was probability sampling with a simple random sampling approach and the data was processed using IBM SPSS version 20.0. The results of the hypothesis test, namely the t test, stated that leadership behavior had no effect on work effectiveness with the results of t count (0.428) < t table (1.989). Internal communication has an effect on work effectiveness with the results of t count (6,418) > t table (1,989). Leadership behavior and internal communication simultaneously affect work effectiveness and the results of the determination test are 69.2%. In its application, this research provides an understanding of the level of work effectiveness through leadership and communication control.

Keywords : *Leadership Behavior, Internal Communication, Work Effectiveness*

INTRODUCTION

The achievement of work results is measured in the level of effectiveness where the work results are not only in the form of work that has been completed, but the success obtained from the completion of the work, whether it has succeeded in achieving the goals or targets that has been determined. The involvement of the leadership function in overcoming problems related to the work of employees, both in terms of division of tasks and work activities. Leaders can provide quality of work life and especially the level of achievement of an organization. Communication skills and activities have a role in establishing working relationships in coordinating, supervising, or carrying out orders. Internal communication can play an active role so that through the work process it can provide more precise feedback. Researches on work effectiveness, namely "The effect of leadership behavior, interpersonal communication, and work satisfaction on teacher's work effectiveness" which states the results that there is a significant direct and positive influence of principal leadership behavior and interpersonal communication on work effectiveness(Sharif et al., 2020). Another study, namely "The Influence of Transformational Leadership, Interpersonal Communication, and Organizational Conflict on Organizational Effectiveness" and in research that there was a direct and significant positive simultaneous effect between the variables of transformational leadership and interpersonal communication on work effectiveness(Mukhtar et al., 2020). Also other studies that have found leadership and communication results have a positive and significant relationship and influence, namely the "Effect of Organizational

Communication on Organizational Climate and Organizational Effectiveness." The results of this study stated that organizational communication was found to have a significant positive correlation with organizational effectiveness(Lannes, 2021). However, the researchers found differences in the results of other studies by discussing the same variables. Among them is the research conducted by(Son, 2018)regarding "The Influence of Leadership Behavior, Work Environment and Discipline on Work Effectiveness" which is based on multiple regression results showing that leadership behavior does not have a positive and significant effect on work effectiveness. As for other studies that support this research, namely that conducted by(Ramdhana et al., 2018)which discusses "The Effect of Quality of Relationships among Team Members and Joint Leadership on Team Effectiveness in Public Organizations" and his research shows that leadership has no influence and is not significant on effectiveness of the teamwork of the Directorate A. In this case, it can be seen that the research on the same variable is about leadership, but has different results.

to determine the effect of internal communication variables on work effectiveness in the General Bureau of the Ministry of Social Affairs and to determine the effect of leadership behavior and internal communication on work effectiveness in the Social Affairs Bureau. General Ministry of Social Affairs.

THEORITICAL REVIEW
Work Effectiveness
A condition and ability to succeed in a work done by humans in providing the expected results(Riyanti & Yansahrita, 2019). Based on this definition, there are dimensions related to this variable, namely employee outcomes, social outcomes, and planning-goal settings. According toAwunim et al (2020)in a journal entitled "The Influence of Leadership on the Transfer of Knowledge and Work Effectiveness at Secretariat Office in Boven Digoel Regency" which explains that effectiveness is the relationship between output and goals in an effective sense the extent to which the level of output , organizational policies and procedures to achieve the goals that have been set. Effectiveness is based on accuracy, includes the right targets, meets goals, on time as determined, all activities can be carried out properly. This illustrates that outputs, policies, and procedures are related to objectives so that they can provide a level of effectiveness as a measurement. If these goals are successfully achieved, the outputs, policies, and work procedures must be maintained. Supported in the explanation according to(Mansur et al., 2016)in his journal entitled "The Effect of Work Motivation and Work Discipline on Employee Work Effectiveness" that work effectiveness is a state of achieving the expected or desired goals through completion of work in accordance with a predetermined plan. . Work effectiveness consists of the words effectiveness and work, namely effectiveness in the scope of application at work. The situation where the work ends with conformity to the previously designed plan will be called effective. According to(Otoo, 2020)in a journal entitled "Measuring The Impact of Human Resource Management (HRM) Practices on Pharmaceutical Industry's Effectiveness: The Mediating Role of Employee Competencies" which explains that organizational effectiveness has four dimensions which are measured

through the approach to achieving goals, the system resource approach , the system constituency approach and the competitive value approach. In this context, the approach acts as a formulation in which to determine the steps related to the objectives within its scope. The approach to achieving goals is to analyze each goal and set it as a strategic goal that must be achieved according to the target. This approach encourages the role of other approaches. A system resource approach that serves to design and compile systems from various sources that are empowered to support work operations. System consistency approach, measuring priority or more important parts into the system to review the extent to which the main parts can provide satisfaction for the organization. The competitive value approach is derived from a combination of the three previous approaches. This approach focuses on maintaining organizational stability based on the three roles of the approach.

Leadership Behavior

The actions of individuals who have a position as a leader in carrying out their leadership. According to(Hajar et al., 2018)which explains that leadership behavior has a relationship orientation and leadership behavior as well as a task orientation in order to measure individual and organizational effectiveness. Through this description, there are dimensions related to variables, namely task oriented, relations oriented, transformational, justice, consideration. Actions as a response from leaders that have positive and negative impacts on the organization are called leadership behaviors. Leadership behavior is directly related to organizational elements, both resources, environment, equipment or media used in carrying out the mission to achieve the organization's vision. In structural terms, the leader as the head of the organization is generally the main focus in the organization, therefore all actions of the leader have a major impact on the organization.(Tran, 2020)in a journal entitled "Organizational Culture, Leadership Behavior and Job Satisfaction in The Vietnam Context" which explains that cooperative leadership behavior has recently become more common nowadays because it supports the increasing role of employees in organizations and increases their motivation to work. work well. In this way, this leadership leads to organizational success and employee well-being. Meanwhile, according toHarahap et al (2021)in their journal entitled "Leadership Style and Work Stress on Employee Performance" which classifies the factors that can affect leadership; (1) Micro factors include the personality and background of the leader, the expectations and behavior of subordinates, the level and size of the group, and the expectations and behavior of superiors. (2) Macro factors include, social and cultural, industry, economic and organizational conditions. In this case it provides an explanation that the influence of leadership behavior can be influenced through the internal and external environment of the leader and group. In the process of influencing, these factors begin to accompany the organization both in planning and implementing activities. From the aspect of knowledge, environment, and communication, positive or negative can affect leadership behavior as an implication in the organization. Meanwhile, according toSchmidt & Groeneveld

(2019)in a journal entitled"Setting Sail In A Storm: Leadership in Times Of Cutbacks"
explained that three main aspects of influence leadership behavior: (1) leadership behavior centered around communication (2) leadership behavior regarding interactions with employees in the process (3) the role of behavioral models. Communication, interaction and roles are activities that often occur in the daily life of the organization. This factor shows that the influence of leadership behavior through the daily activities of the organization. Communication as the main thing in organizational activities, with communication can convey information and direction in leadership. The interaction of leaders with employees, this activity is the basis of the formation of the relationship between leaders and members. Research conducted byJang & Lee (2018) states that there is a statistically significant correlation between leadership and organizational effectiveness and it is found that leadership has a statistically significant effect on organizational effectiveness. The research according to(Thahier & Nur Haslia, 2016)which results that simultaneously leadership has a significant effect on organizational effectiveness which is supported in the dimensions of determining the direction and goals of the organization, and the dimension of responsibility for performance partially affects effectiveness significantly. Research conducted by(Cahyadi, 2016) results that leadership partially has a significant effect on work effectiveness and states according to his analysis that the variable that has the dominant influence on work effectiveness is leadership. In accordance with the conclusions of the literature research, it can be concluded that the better leadership can increase work effectiveness.

H1 : There is a significant influence of leadership behavior on work effectiveness in the General Bureau of the Ministry of Social Affairs.

Internal Communication
Formal or informal exchange of information between management and employees in the organization(Nurwulandari & Suwatno, 2017). Thus, there are dimensions related to internal communication, namely satisfaction with communications climate and transparent communication. Internal communication is the exchange of information with the process of conveying and receiving messages carried out by two or more people. According to(Italiana & Rahmah, 2021)in his journal entitled "The Influence Of Internal Communication, Work Orientation And Work Procedures On The Work Productivity Of The Service Employees In The Scope Of Life Of Pidie District" states that internal communication occurs between people in work organization and communication is defined as the exchange of ideas in an organization that occurs horizontally and vertically for the continuation of work. Internal communication to leaders and fellow members is used for the benefits of the organization, especially in the smooth running of work. Internal communication serves to improve the right communication pattern that is two-way so that the message is conveyed. It can be concluded that internal communication plays a role in building appropriate interactions in order to reduce the risk of occurrence in related work and its implications for smoothing the

process of organizational activities. Factors that can affect communication include the party who communicates (communicator), communication process (process), communication elements (element), good relationship (good relationship), and attitude (attitude). In internal communication, the hope of the organization is that whatever the goal can be conveyed through communication, thus the communication must be appropriate based on these factors. good relationship (good relationship), and attitude (attitude). In internal communication, the hope of the organization is that whatever the goal can be conveyed through communication, thus the communication must be appropriate based on these factors. good relationship (good relationship), and attitude (attitude). In internal communication, the hope of the organization is that whatever the goal can be conveyed through communication, thus the communication must be appropriate based on these factors.

According to researchSumual et al (2020)stated that organizational communication has an influence on the effectiveness of development implementation. Thus, improving both organizational communication carried out, the effectiveness of development implementation will increase. The results of the study(Sulastri et al., 2020)which states that there is a positive relationship between interpersonal communication and work effectiveness and has a strong relationship between interpersonal communication and the effectiveness of the correlation coefficient value of r = 0.505 and has a direct influence between interpersonal communication on work effectiveness of 25.50%. The results are the same in research(Rappang, 2021)which concludes that organizational communication has a significant influence on work effectiveness with explanations that can affect the value of the work effectiveness variable. The regression shows a positive result, which explains the unidirectional change. From this research, it gives a hypothesis on this variable.

H2 : There is a significant influence of internal communication on work effectiveness in the General Bureau of the Ministry of Social Affairs.

RESEARCH METHODS

The conceptual model describes the framework of the intended research concept. The framework is formulated from the concept of thinking that links between variables systematically. The conceptual framework in this study is as follows:

Figure 1.1 Conceptual Research
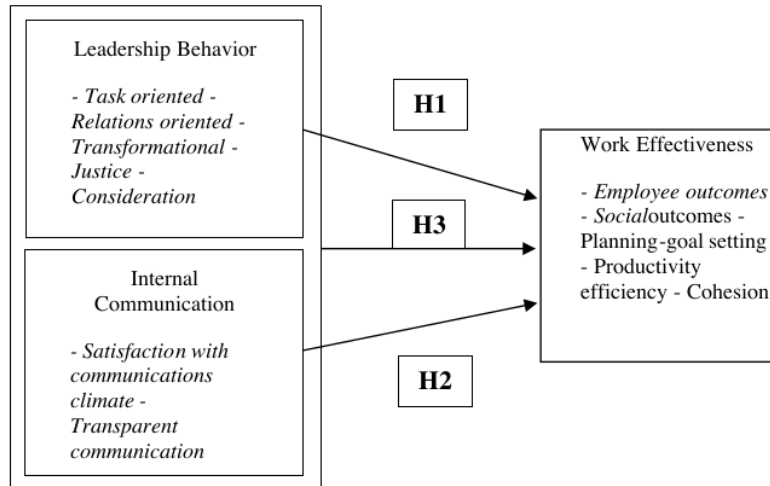
Source: (Researcher, 2021)

The research was conducted at the Ministry of Social Affairs of the Republic of Indonesia, which is located in Central Jakarta. The population in this study were all employees in the General Bureau of the Ministry of Social Affairs. Sampling using probability sampling technique, namely by taking samples from members of the population randomly and without looking at the levels in the members of the population but still within a homogeneous scope. In practice, questionnaires are distributed randomly to a predetermined population and sampling with limits at least 30 to 500 respondents based on the theory from the book "Research Methods For Business"(Roscoe in Now, 2013). This type of research uses a quantitative approach by presenting objective and accurate results, and can be used in a short time and easily through a questionnaire survey whose results are numerical. In this study using primary and secondary data. Primary data was obtained through observation for documentation and distributing questionnaires using Google Form. Secondary data obtained through library research.

RESEARCH RESULT

The results of the t-test that explain the conclusion, Leadership Behavior get the results of T count with a value of 0.428 and compared to the t-table value of 1.989, the T count (0.428) < T table (1.989) and the significant value indicates that 0.670 > 0.05. These results state that H0 is accepted and H1 is rejected, which means that Leadership Behavior has no effect on the Work Effectiveness variable. Internal Communications got the T count with a value of 6.418 and compared to the t-table value of 1,989, the T count (6,418) > T table (1,989) and the significant value indicated that 0.000 < 0.05. These results state that H0 is rejected and H2 is accepted, which means that the Internal Communication variable has a significant effect on the Work Effectiveness variable. Based on the results of the t-test

concluded that partially leadership behavior has no effect on work effectiveness. While Internal Communication partially has a significant effect on Work Effectiveness. The results of the F test obtained an F count of 91.986 and a significant value of 0.000 so it was concluded that F count (91.986) > F table (3.107) and with a significant value of 0.000 > 0.05. In this case, it concludes that H0 is rejected, which means that the variables of Leadership Behavior and Internal Communication have a simultaneous effect on Work Effectiveness. The results of the R2 test with a value of 0.692 or in the percentage of 69.2%. This value shows the percentage in the influence of the independent variable, namely Leadership Behavior and Internal Communication on the dependent variable, namely Work Effectiveness of 69.2%.

The results of the mean leadership behavior test, respondents tend to agree on the questionnaire statement that the leader provides an example and respondents do not agree with the statement that the leader in overcoming a problem always rests on past problems in order to improve performance. Respondents tend to agree on the questionnaire statement that the leader behaves wisely as needed and less agrees on the statement that the leader provides equal opportunities in work. There is also a tendency for respondents to agree on the questionnaire statement that the leader pays attention to work facilities for the smooth working process and respondents do not agree with the statement stating that the leader gives praise when there is a satisfactory job. The results of the mean test of internal communication, respondents tend to agree about horizontal communication, namely communication with co-workers that has a good relationship, while respondents tend to disagree with statements regarding understanding which states that employees always understand the tasks given by the leader. There is a tendency for respondents to agree on the questionnaire statement regarding accountability indicators which states that employees are responsible for every job, while respondents tend to disagree with statements regarding participation indicators, namely employees are always involved in every job.

The results of the mean work effectiveness test, there is a tendency for respondents to agree about new knowledge, namely employees get new knowledge from the work they do, while respondents do not agree with the questionnaire statement regarding satisfaction with the results which state that employees are satisfied with the work that has been done. Respondents tend to agree with the feedback which states that for the realization of work programs, agencies get a positive response from the public. While respondents tend to disagree about the direct benefits, namely the public can directly feel the benefits of the work program implemented. Respondents tended to agree about the target, namely making work targets very important to complete every job while respondents tended to disagree with statements regarding the target achievement which stated that they had always succeeded in achieving the specified target. There is a tendency of respondents regarding quality, with the statement that the work is in accordance with the expertise so that it can be completed well, while the respondents do not agree with the statement regarding the quantity which states that they can complete all the work every day. Respondents also tended to agree on the statement on the solidarity questionnaire which stated that they were

always motivated to help their co-workers, while the respondents did not agree with the statement regarding the existence of group unity which stated that the relationship with co-workers was full of kinship.

Managerial Implications

For leadership behavior from the task oriented dimension, the leader must always remind to follow standard work procedures, related to this, improvement is still needed to be able to improve the smoothness and order in the work system. In the relation oriented dimension, the leader must always show a sense of concern. There needs to be an improvement through the relationship between leaders and employees because in its application it can create a sense of mutual care and support in cooperation and work coordination between leaders and employees. While in the transformational dimension, the leader must always set an example. This needs to be considered because it aims to influence employees to have a positive attitude in accordance with the example of their leader. In the justice dimension, the leader must behave wisely as needed. It is better if this can be improved because wisdom plays an important role and is needed in every scope, including leadership. From the consideration dimension, the leader must pay attention to work facilities for smooth work processes. Regarding this, there needs to be attention and improvement to provide comfort from the operational media aspect so that convenience and comfort can support the smooth working process, which is generally needed in the workplace. So that from all dimensions of leadership the maximum can be increased that can contribute to effectiveness in work. In general, the role of the leader is very important for a job to control and supervise all elements related to work, thus the task and function of communication can be used in this condition. The existence of communication can help as a way to convey instructions and coordination, especially in government agencies, this is to avoid the risk of work being hampered so that it affects other work. Given the duties and responsibilities of public servants to assist the President in the welfare of the country, it certainly requires work results that are in accordance with the achievement targets. The role of leaders and communication is needed and related, so the role of these two factors must be carried out properly and in balance. it certainly requires work results that are in accordance with the achievement targets. The role of leaders and communication is needed and related, so the role of these two factors must be carried out properly and in balance. it certainly requires work results that are in accordance with the achievement targets. The role of leaders and communication is needed and related, so the role of these two factors must be carried out properly and in balance.

For Internal Communication, from the dimension of satisfaction with communication climate, maintaining good communication relations between co-workers. With good communication, it can increase positive relationships in the work environment and according to its function, communication is used as a bridge or liaison that is used for certain purposes so that it has implications for its application. Due to the lack of clear communication so that the objectives conveyed cannot be understood, then from two sides, namely the giver and recipient of the message, which means the leader and the employee, both are in a

communication activity, the assignment should be clearly understood through communication but the communication that takes place is less effective as evidenced by a lack of understanding of the tasks assigned by the leader. In this regard, the researcher suggests that the communication made can be based on understanding. In the dimension of transparent communication, most employees admit that they are responsible for their work, it is better if this recognition can be adjusted to the actual work results, if it is not appropriate then employees can find out so that they can improve their performance . Can also improve communication, especially clear understanding to avoid risks in work relationships.

For Work Effectiveness, from the employee outcomes dimension, employees get new knowledge from the work they do. This shows that there is a positive impact that employees receive during their work, this should be maintained to provide useful feedback to employees from the other side of carrying out their work. Then as for the things that need to be improved employees are satisfied with the results of their work. An improvement in this context is needed because the low value indicates an employee self-assessment that the work provided is not optimal, so this can be overcome from the employee's self-effort or leadership through proper communication. In the dimension of social outcomes regarding the realization of work programs, we received a positive response from the public. This is seen from the respondents' s assessment which shows that the work carried out and intended for the public has been successfully seen based on the positive response from the public received. Researchers suggest that it can be maintained as an internal tool to measure the effectiveness of work results. As for what must be considered, namely the benefits directly with public statements can feel directly the benefits of the work program implemented. This shows that some of the work carried out is not immediately accepted by the public, so the time available can be used for proper work operations based on supervision and control from the leader to review performance that has reached its goals. From the dimension of planning-goal setting factor, it must be improved, especially in making work targets in completing each job. Most employees view that it is important to make work targets so that they can help complete work, but the low score indicates that the lack of stable success in achieving work targets. In this case, an important role for employees is needed so that they should carry out proper control to regulate each of their work, besides that it can be supported by the influence of the leader. Then on the productivity efficiency dimension, employees feel that the work is in accordance with their expertise so that they are able to complete the job well. This shows that there is a match between the skills possessed and the job. This suitability should be maintained because the expertise placed in accordance with the field will result in a more effective work that is seen from the process to the final result. This context is an important thing that must be considered when placing an employee's work position. However, most employees cannot complete all the work on a daily basis in the sense of needing another day or additional time to complete it and therefore requires the creation of personal work targets as a tool for managing work. From the cohesion dimension, employees feel that the relationship with co-workers is full of a sense of kinship.

In this case, it shows that employees have empathy to help co-workers but it is not enough to give the meaning that the relationship is full of a sense of kinship. So in this case, it is better if the manifestation of empathy from employees can be maintained in the development of time in the work environment so that it has an impact on relationships that are full of a sense of kinship.

In this study, there are several limitations, such as the population and sample that only uses a minimum standard of sampling so that further research can use more samples from various bureaus. The results of this study can be used as a reference for research materials and if you have found a variable to be studied with a similar title, it is possible to develop the variable or to study it more deeply. It aims to generate new and useful knowledge and insights. In this study only conducted research on three variables, namely Leadership Behavior, Internal Communication, and Work Effectiveness. Meanwhile, after testing, there are other factors that can affect these variables. In accordance with the explanation in the test results chapter, there is an influence of 30.8% by other factors such as work motivation, work environment and pride.

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