Sub-District Head Leadership in Batabual Sub-District, Buru Regency

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Abstract. This research is a qualitative study with a sample size of 9 participants. It aims to examine the leadership of the Sub-District Head in Batabual Sub-District, Buru Regency. The study was conducted at the Batabual Sub-District Office in Buru Regency. Primary data collection was carried out through interviews with several informants directly involved in the leadership process of the Sub-District Head in Batabual. The findings of this study indicate that the leadership of the Sub-District Head in Batabual Sub-District cannot yet be considered effective and does not meet the standards expected by employees and the community. Consequently, aspects such as service delivery, community empowerment, and infrastructure remain inadequate.

Keywords: Leadership, Role Leadership, Buru Regency

1. INTRODUCTION

In the era of globalization, leaders and organizational leadership face increasingly complex and uncertain challenges. These conditions demand leaders to possess the ability and skills to manage changes in the strategic environment, ensuring the organization remains sustainable through effective leadership. Future leaders must have broad perspectives, strong motivational skills, emotional control, and the ability to analyze organizational cultural assumptions. They also need to identify both functional and dysfunctional assumptions within the organization, engage all employees, and efficiently and effectively distribute authority.

Leadership in the future is required to address five key challenges: sensitivity to environmental changes, adaptability to rapid technological advancements, the ability to innovate amidst global competition, fostering inclusivity, and ensuring organizational sustainability. These challenges necessitate leaders to adopt a flexible approach while maintaining core organizational values. Technological progress demands leaders to integrate innovative tools into their operations. This includes embracing artificial intelligence, big data analytics, and digital transformation to improve efficiency and decision-making processes. Leaders must guide their teams in navigating these changes while reducing resistance to technological adoption.

Global competition pushes leaders to develop strategies that enhance organizational competitiveness. By prioritizing innovation, creativity, and continuous improvement, leaders can position their organizations to thrive in a highly competitive

market. Collaboration and networking are also essential for gaining a competitive edge. Inclusivity has become a critical aspect of leadership. Leaders are now expected to create an environment where diversity is valued, and everyone feels empowered to contribute. Inclusive leadership fosters a sense of belonging, drives employee engagement, and improves organizational performance.

Adaptability is another vital trait for future leaders. The ability to respond quickly to changes, whether economic, political, or social, determines an organization's survival. Leaders must be proactive, anticipate potential disruptions, and prepare their organizations for evolving scenarios. Sustainability has emerged as a non-negotiable priority. Leaders must integrate environmental, social, and governance (ESG) principles into their strategies to ensure long-term success. This involves aligning organizational goals with global sustainability efforts and addressing stakeholder concerns.

Leadership styles also need to evolve. Transformational leadership, which inspires and motivates employees, is particularly suited for addressing future challenges. By fostering trust, encouraging innovation, and leading by example, leaders can drive meaningful change within their organizations. Communication plays a central role in effective leadership. Transparent and open communication builds trust, reduces misunderstandings, and fosters collaboration. Leaders must master various communication channels to connect with diverse teams and stakeholders.

The emotional intelligence of leaders will be tested in the future. Leaders who can empathize with their teams, manage conflicts constructively, and maintain composure in challenging situations are more likely to succeed. Emotional intelligence strengthens relationships and enhances organizational culture. Decision-making under uncertainty is a growing challenge. Leaders must develop analytical skills, rely on accurate data, and consult with experts to make informed decisions. This requires balancing intuition with evidence-based approaches.

Leadership development is an ongoing process. Organizations must invest in leadership training programs to prepare future leaders. Continuous learning, mentorship, and exposure to diverse experiences are essential for cultivating effective leaders. Global leadership requires a cross-cultural understanding. Leaders must navigate cultural differences, respect varying perspectives, and foster global cooperation. This enhances organizational effectiveness in international contexts.

Ethical leadership is gaining prominence. Leaders must uphold integrity, fairness, and accountability in their decisions and actions. By demonstrating ethical behavior, leaders build trust with employees, customers, and other stakeholders. Ultimately, the future of leadership lies in the ability to adapt, inspire, and innovate. Leaders who embrace change, prioritize inclusivity, and commit to sustainability will position their organizations for long-term success in an ever-evolving world.

The urgency of this research lies in addressing the evolving demands placed on leaders in an era characterized by rapid technological advancements and globalization. Organizations increasingly require leaders who are not only adept at navigating uncertainties but also capable of fostering innovation and sustainability. Investigating leadership qualities and strategies is critical to equipping current and future leaders with the tools needed to meet these challenges effectively.

The purpose of this research is to provide a comprehensive understanding of the essential leadership attributes and practices required for organizational success in the future. It aims to explore the interplay between leadership styles, technological integration, and global competition while emphasizing inclusivity, adaptability, and sustainability. By offering actionable insights, this study seeks to contribute to the development of leadership frameworks that enhance organizational resilience and competitiveness in a dynamic global environment.

2. METHOD

This study adopts a qualitative approach aimed at constructing propositions and understanding the meaning behind social realities. Qualitative research focuses on exploring complex phenomena within specific contexts, providing deep insights into behaviors, perspectives, and interactions. This approach enables the researcher to uncover nuanced information that contributes to a comprehensive understanding of the studied subject.

The research was conducted at the Batabual Subdistrict Office in Buru Regency. This location was selected for its relevance to the study, particularly in examining the dynamics of leadership within the subdistrict. The setting provided access to key individuals and documentation essential for addressing the research objectives and exploring the leadership practices and challenges in the subdistrict.

The study involved nine informants directly connected to the leadership of the subdistrict head in Batabual. These informants included the subdistrict head, the secretary, staff from various sections such as finance, public services, social welfare, government, and village development, as well as representatives from peace and order sections. The selection of informants ensured a diverse representation of roles and responsibilities, providing a holistic view of the leadership structure and its impact on the community.

The data for this study were gathered from two main sources: primary data and secondary data. Primary data were obtained through direct engagement with informants via interviews and observations. Secondary data included supporting materials such as organizational reports, historical records, and other relevant documents that complemented the primary data. Together, these sources provided a robust foundation for analyzing the leadership dynamics in the subdistrict.

The data analysis utilized the Miles and Huberman interactive model, comprising data collection, reduction, display, and conclusion drawing. Data were systematically collected, filtered for relevance, and displayed to provide a clear depiction of the research findings. The final stage involved drawing conclusions and verifying results, linking them to broader contexts and providing recommendations for future studies. This structured approach ensured the validity and reliability of the findings, offering meaningful insights into leadership practices in the Batabual subdistrict.

3. RESULT AND DISCUSSION

This research aims to analyze and describe the leadership practices of the subdistrict head (Camat) in Batabual Subdistrict, Buru Regency.

Delegation of Authority

Delegation of authority is a critical component of effective organizational management. By transferring authority, duties, and responsibilities to subordinates, supervisors ensure that tasks are managed efficiently and that decision-making is distributed throughout the organization. This process allows for the delegation of tasks to individuals who are deemed capable of handling them, thus enhancing the overall productivity of the team. Delegation not only facilitates the smooth continuation of operations in the absence of higher management but also empowers employees at different levels to take initiative and responsibility for their work.

In the context of public service, delegation of authority becomes even more significant. When leaders are unavailable, it is essential for designated staff to maintain the flow of services and uphold the established procedures. During interviews with key informants, including the Head of the Batabual Subdistrict Office and the Secretary, both emphasized the importance of delegation in ensuring uninterrupted public services. These leaders noted that delegation enables subordinates to manage office-related services effectively, especially when urgent matters require immediate attention.

Further validation of this practice emerged from discussions with other informants, including staff from the planning and finance sub-section and general affairs and staffing sub-section. These individuals affirmed that delegation supports the seamless execution of tasks, even when the subdistrict head is not present. While major decisions still require higher authority, routine responsibilities are assigned based on the expertise and specialization of each division, fostering accountability and a structured approach to service delivery.

Additionally, representatives from various sections such as governance, public services, security and order, community development, and social welfare highlighted the systematic nature of delegation within the subdistrict office. Each section is tasked with managing specific functions, ensuring that responses to issues are timely and aligned with organizational goals. This approach allows for a balanced delegation, where both routine tasks and specialized responsibilities are carried out efficiently by the relevant personnel.

Participation in Decision-Making

Participation in decision-making plays a pivotal role in empowering employees and ensuring that decisions are well-informed and reflective of the broader organizational goals. This approach encourages subordinates to actively engage in the decision-making process, providing insights that are crucial for addressing community needs and enhancing service delivery. Interviews conducted with the Head of the Subdistrict Office (Mr. G.M) and the Secretary (Mr. A.W) revealed that involving staff in planning meetings allows for the incorporation of diverse perspectives, resulting in more comprehensive and effective decision-making.

In practice, while participation is widely encouraged, not all decisions require input from every employee. Staff from planning and finance (R.L) and general affairs and staffing (L.S) indicated that their involvement is usually dependent on the context and nature of the decision. Regular meetings provide a platform for employees to voice their

opinions and offer suggestions, fostering inclusivity in policy development. These meetings create a space where ideas can be discussed openly, enhancing collaboration and alignment with organizational objectives.

Section representatives, including those from governance (R.S), public services (S.L), security and order (M.S), community development (S.A), and social welfare (S.U), emphasized their active participation in decisions related to their specific areas. These representatives play a crucial role in shaping decisions that directly impact their respective sections, ensuring that their expertise contributes to the decision-making process. Although some employees felt that their suggestions were not always considered, the overall sentiment was one of appreciation for the opportunity to contribute to the advancement of the subdistrict's goals.

Moreover, the participatory culture promoted within the Subdistrict Office has led to increased collaboration and transparency. By encouraging employees to engage in decision-making, the office creates an environment where employees feel valued and understood. This sense of ownership helps build trust between staff and management, which is essential for maintaining a motivated and cohesive workforce.

The involvement of employees in decision-making processes also ensures that policies are tailored to address the specific needs of the community. By integrating diverse viewpoints, decisions are not only more inclusive but also better suited to the challenges faced by the local population. This collective approach to decision-making aligns with the broader objectives of good governance, where transparency, accountability, and participation are key principles.

Communication

Leadership communication plays a crucial role in the effective management of an organization, particularly in a government setting like a subdistrict office. For the subdistrict head, maintaining clear and consistent communication is essential for guiding subordinates and ensuring that tasks are completed efficiently. Data gathered through interviews with the Head of the Subdistrict Office (Mr. G.M) and the Secretary (Mr. A.W) revealed that direct and open communication is at the core of their leadership approach. Both emphasized the importance of fostering an environment where employees feel heard and understood, allowing for smoother coordination and alignment of tasks.

The interviews with staff from planning and finance (R.L) and general affairs and staffing (L.S) further validated this perspective. These staff members highlighted how the subdistrict head's commitment to direct communication ensures that employees are well-informed about their roles and responsibilities. This practice not only clarifies task expectations but also holds employees accountable for their performance. Additionally, informal interactions, though less frequent, were acknowledged as a valuable means of nurturing positive workplace relationships. These casual exchanges during office events or breaks help in building trust and strengthening team cohesion.

Section representatives, including those from governance (R.S), public services (S.L), security and order (M.S), community development (S.A), and social welfare (S.U), echoed the effectiveness of direct communication in improving task understanding and execution. They shared that the clarity provided by leadership communication facilitates smoother workflow and reduces misunderstandings. Although informal communication serves as a supportive tool for relationship-building, formal communication remains the primary method for ensuring accountability and precision in task delegation.

Effective communication practices within the Subdistrict Office not only enhance teamwork but also contribute to the establishment of a collaborative work culture. By promoting a two-way flow of information, leaders enable employees to express concerns, share feedback, and contribute ideas, fostering a sense of inclusion and ownership. This inclusivity encourages a more engaged and motivated workforce, which is crucial for achieving the office's objectives.

Moreover, the subdistrict head's approach to communication extends beyond task coordination to emotional intelligence. They recognize the importance of understanding employees' needs and challenges, ensuring that communication is empathetic and supportive. This helps in managing interpersonal relationships effectively and creates a workplace atmosphere that is both professional and humane.

The use of both formal and informal communication strategies within the office ensures a balanced approach to leadership. While formal communication maintains a structure for task execution, informal communication allows for flexibility and adaptability, enhancing the overall functioning of the office. This combination of methods promotes clarity, engagement, and a supportive environment, critical for the success of the subdistrict's operations.

Work Supervision

Work supervision plays a pivotal role in ensuring that the activities within an organization, such as a subdistrict office, align with predetermined plans and goals. Through systematic efforts, supervision focuses on setting performance standards, measuring activities, and comparing outcomes against these standards to maintain quality and accountability. Data for understanding supervision practices were gathered through interviews and observations with key informants, including the Head of the Subdistrict Office (Mr. G.M) and the Secretary (Mr. A.W). Both emphasized that supervision is essential for assessing performance and guiding employees toward meeting organizational objectives.

Regular performance evaluations serve as a cornerstone of supervision, allowing leaders to assess progress and provide constructive feedback. This process ensures that employees are not only adhering to established protocols but are also encouraged to improve their efficiency and effectiveness. Informants from planning and finance (R.L) and general affairs and staffing (L.S) highlighted how routine meetings and progress reviews play a significant role in maintaining workflow and achieving specific targets. These practices ensure that tasks are consistently aligned with broader organizational goals, fostering a sense of accountability among staff.

Section representatives (R.S, S.L, M.S, S.A, and S.U) affirmed that supervision extends beyond merely enforcing compliance with regulations. They explained that it serves as a mechanism for identifying areas where improvements are needed and providing the necessary support to address these gaps. This balanced approach helps in cultivating a culture of continuous improvement, where employees feel empowered to contribute ideas and solutions, which ultimately enhances the quality of their work.

Moreover, supervision in the subdistrict office is designed to be collaborative rather than punitive. Leaders encourage open communication, allowing staff to voice concerns and seek guidance when facing challenges. This approach promotes a supportive environment where supervision is seen as a means of development rather than merely a process of control. Section representatives emphasized that this collaborative supervision enhances employee morale and ensures a more engaged workforce.

The use of both formal and informal methods of supervision contributes to a comprehensive understanding of performance within the office. While formal evaluations and structured meetings provide a systematic approach, informal interactions and spot-checks offer a more flexible, responsive means of supervision. This dual approach allows

leaders to adapt to the specific needs of different teams and individuals, ensuring that supervision is effective and inclusive.

Additionally, supervision practices are tailored to the unique demands of each section within the subdistrict office. For instance, governance (R.S), public services (S.L), and community development (S.A) each require different supervision strategies due to the nature of their work. This customization ensures that supervisory efforts are relevant and aligned with the specific responsibilities of each area, thereby enhancing overall organizational performance..

4. CONCLUSION

This research highlights that delegation of authority, participation in decision-making, leadership communication, and work supervision play significant roles in supporting the effectiveness of operations at the Batabual Subdistrict Office. Delegation of authority allows staff to perform their tasks with greater autonomy, especially in situations where the superior is unavailable, ensuring smooth public services. Additionally, participation in decision-making enhances a sense of ownership and shared responsibility by encouraging staff involvement in planning and policy development.

Effective leadership communication is crucial for maintaining smooth coordination between superiors and subordinates. Open and direct interactions help clarify instructions and foster a positive work environment. Work supervision also plays a vital role in maintaining quality and accountability through regular performance evaluations and constructive feedback, guiding staff to align their tasks with organizational goals.

Overall, a work culture built on collaboration, transparency, and shared responsibility creates an environment that supports professional growth and continuous performance improvement. By integrating these practices, the Batabual Subdistrict Office is able to navigate challenges and continuously improve its services for the community.

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