

The Leadership Function of the District Head in Improving Employee Performance in the Pegasing District Office Aceh Tengah Regency

Mustaqim¹, Humaizi², Muryanto Amin²

^{1,2}Master of Development Studies on Faculty of Social Science and Political Science of University of Sumatera Utara

Corresponding Author: Mustaqim

ABSTRACT

This research was conducted at the Pegasing District Office of Aceh Tengah Regency. To examine the problems in this study the researcher used a descriptive type of research with qualitative data analysis techniques. This technique is used to analyze "The Leadership Function of the District Head in Improving Employee Performance in the Pegasing District Office, Aceh Tengah Regency". Based on the results of the study, it can be concluded that: first, the leadership function of the District Head in improving the performance of employees in the Pegasing District Office indicates that the District Head is less capable of carrying out functions properly. This can be seen from the actions taken by the District Head in carrying out its function to influence subordinates, as motivators, interpersonal roles, as informational and as decision making, can foster trust and spur employees to improve performance. Although in carrying out his role as head of the district agency there is still less than optimal, this needs an in-depth study to find out to what extent the District Head is carrying out his function properly as a driving force and motivating employees led to improve the performance of employees at the Pagasing district office. Second, the factors that support the Head of District's leadership role in improving employee performance are staff support and work facilities and infrastructure, while the factors that hinder the Head of District's leadership role in improving employee performance are different characteristics of employees, Human Resources (HR) it is still lacking in the Pegasing District Office, employees still have not instilled a sense of responsibility for the work assigned to them

and the existing facilities and infrastructure are still inadequate. Third, the head of district must always be firm and consistent in making policies that are made in improving employee performance; there is no tolerance for employees who violate regulations in improving employee performance at the Pegasing District Office, Aceh Tengah Regency.

Keywords: Function, Leadership, Employee Performance

BACKGROUND

The district is a form of district or city regional organization led by the Head of District which in carrying out its duties obtains part of the Regent's authority to handle some of the affairs of regional autonomy. Law Number 32 of 2004 has explained that the district government is the work area of the district as an apparatus for the regency and the city area, meaning that in the past the district was one of the administrative areas of the government, apart from the National, Provincial Regency / Municipality and administrative City

The welfare of the people in the context of building the integrity of the territorial integrity, in this case the main function of the district head, apart from providing community services, also carries out regional development tasks, in this case the district government is philosophically not only strengthened by the aspect of the important facilities, namely the leadership support capacity of the district head in improving the performance of its staff in

order to achieve this. Realizing the district organization in all aspects based on the description above, it is clear that the District government is clearly the spearhead for the implementation of government administration in the regions and its success is largely determined by all levels in the region, especially the support for the performance of its employees.

According to Pamudji (Juana 2013: 3) it can be interpreted that leadership is the ability to mobilize and direct certain people towards the goals desired by the leader, while the leadership of the Head of District is the ability of the Head of District as a leader who always gives a strong impression and appeal to everyone who able to move and direct certain people towards the desired goals.

In Pegasing District, Aceh Tengah Regency itself, the community can also provide oversight of the performance of office employees through suggestions or criticism that can be conveyed directly when performing services. However, in the monitoring process, irregularities or something violates the rules, employees will also be sanctioned. Based on the description above, the leadership of the district head in improving employee performance is very much needed. To run the wheels of government, it is necessary to have a leader who can mobilize and at the same time as an administrator in building and improving employee performance and this is indirectly the duty and function of a Head of District leadership.

The Pegasing district office, the employee's performance is still not optimal because employees still do not fully understand their respective duties professionally in accordance with their scientific fields in the services provided to the community, the officers are not yet responsive. The relationship with the Head of District leadership function if the Head of District leadership coordinates to employees and always pays attention to employee performance and provides direction and training to employees, service to the

community will be good. The Office of the Pegasing District Head of Aceh Tengah Regency lacks the support and attention of the leadership to its employees, especially in terms of administration and other parts of the Pegasing District community, the employees seem to have a lack of work motivation often avoiding work assignments. This problem is what underlies researchers interested in examining more deeply the implementation of the district leadership function at the Pegasing Office of Aceh Tengah Regency.

Leadership

Lina (2010) effective leadership must provide direction to the efforts of all workers in achieving organizational goals. Without leadership, the relationship between individual goals and organizational goals may be unidirectional. This situation creates a situation where individuals work to achieve their personal goals, while the whole organization becomes inefficient in achieving its goals. Factors that influence leadership Davis concluded there are four factors that influence leadership in organizations, namely,

- a. The intelligence of a leader must have intelligence that exceeds its members
- b. Maturity and social breadth of a leader usually has stable emotions, is mature, and has quite mature activities and views.
- c. Inner motivation and achievement drives in a leader must have the motivation and drive to achieve a goal
- d. Human relations leaders must be able to recognize and appreciate its members in an organization, the relationship between subordinates and leaders is mutually influencing.

Performance

Bernardin and Russel in Rosyidi (2007) state that there are six criteria to measure the performance of an employee, namely: 1) Quality, the extent to which the ability to produce is in accordance with the quality standards set by the company; 2)

Quantity, the extent to which the ability to produce in accordance with the number of standards set by the company; 3) Timeliness, the degree to which an activity is completed at the desired time by taking into account the coordination of other outputs and the time available for other activities; 4) Cost of effectiveness, the extent to which the level of application of human, financial, technology and material resources can be optimized; 5) Need of supervision, the extent to which an

employee's level to work carefully without strict supervision from the supervisor; 6) Interpersonal input, the extent to which an employee's level is in maintaining self-esteem, good name and cooperation, among colleagues and subordinates. The overall performance appraisal elements above must be present in the implementation of the assessment so that the results of the assessment can reflect the performance of the employees.

Conceptual Framework

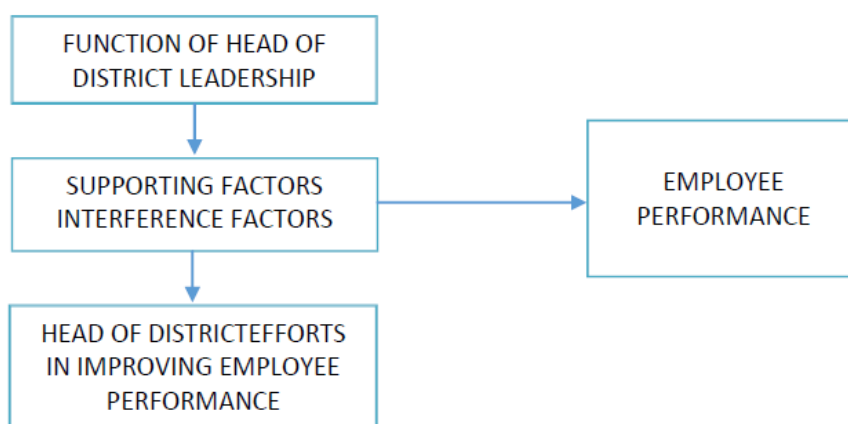


Figure 1. Framework

RESEARCH METHODS

This type of research is descriptive qualitative, the researcher wants to explore quantifiable phenomena that are descriptive in nature such as the process of a work step, the formula of a recipe, the notions of a various concept, the characteristics of a product and service, pictures, style, manner of a culture, physical model of an artifact and so on. This research was conducted at the Pegasing district office. Research time from October to December 2020. The author collects data or information from key informants in accordance with the established research focus by applying 4 (four) types of data collection techniques, namely observation, interview, questionnaire, documentation, and triangulation. The steps in analyzing the data in this study were carried out through the stages of data analysis by Miles and Huberman's model, namely Data Reduction,

Data Display and Conclusion Drawing / verification.

RESULTS AND DISCUSSION

Implementation of the Leadership Function of the District Head at the Pegasing District Office of Aceh Tengah Regency

To improve the performance of employees at the Pegasing District Head Office, Aceh Tengah Regency, of course, the Head of District's role as a leader is very much needed so that they can monitor, control and motivate and can also evaluate their employees in administering the government in the agency they lead. Based on the results of the interview with the Head of District, it can be concluded that basically as a leader, in the Pegasing district, the Head of District tries to play an active role in improving the performance of its employees in the form of discipline and organizing the

wheels of government in accordance with their main duties and functions and trying to provide enthusiasm and direction to their employees so that they can do their duty to serve all the people in the Pegasing District area. From the results of the interview above, what needs to be addressed are:

- a. The relationship between the leadership and subordinates.
- b. The district head must have an idea or ideas so that employees are not bored in providing services to the community.

However, the results of the interview with the Secretary of the Head of District, the authors concluded that the Head of District has not been maximized in improving the performance of employees and also the Head of District is often not found in the Pegasing District office in Aceh Tengah Regency This is supported by the results of interviews with the Head of District office employees who state that the role of the district head in improving employee performance is still not active and employees really need the Head of District's role in leading, on the other hand because the Head of District is the pinnacle of leadership who provides directions to his subordinates in an effort to carry out work and control every field that carries out the assigned task in accordance with their respective main tasks and functions.

Supporting Factors for the Leadership of the District Head in Carrying Out His Leadership Function at the Pegasing District Office of Aceh Tengah Regency

1. Human Resources of Government Officials

Government apparatus human resources are the most important factor in determining the success or failure of a prime service or the best service provided to the community or customers. Support and cooperation from employees is solid enough, both vertical and horizontal relationships run well within the body of the organization so as to create a harmonious atmosphere of a fairly professional division of labor.

An adequate level of education is needed even though the facilities and infrastructure are sufficient so that what is excellent service can be realized and the community will feel satisfied with the services provided.

2. Facilities and Infrastructure

Facilities and infrastructure are the most important factors in service. Because the available work facilities are in accordance with the needs of performing services that is why the work will be carried out well. In carrying out work, of course, requires supporting facilities and infrastructure so that the implementation of the work can be carried out properly.

3. Government support and good community participation

It is very clear that the support from all parties, be it the local government, namely the district and the local community will be very helpful in determining the role or not of a leader.

Inhibiting Factors for the Leadership of the District Head in Carrying Out His Leadership Function at the Pegasing District Head Office in Aceh Tengah Regency

1. Lack of Human Resources for Government Officials

The current government apparatus in the Pegasing district has not been able to carry out service tasks that take a long time and the completion is considered slow, where the apparatus in charge of this service has mostly completed high school education.

2. Lack of Employee Ability in Providing Services

In providing services to the community, the skills of officials in providing services to the community are still lacking. The ability of an employee is the ability to do something and is the main measure of an employee's performance appraisal. The ability of

employees has an effect on the tasks they are assigned to. Because if employees have sufficient abilities in carrying out their duties, of course, it will make services to the community run smoothly. The ability of an employee will affect the continuity of the bureaucracy because of the ability to relate to work results. In the implementation of employee services at the Pegasing District Office, it cannot be implemented in accordance with the wishes of the community where the ability of employees to fulfill the wishes of the community is still lacking this is due to a lack of guidance, instructions, or special training in accordance with their respective fields - each employee in Pegasing district office

3. **Lack of Capability of District Government Apparatus in Using Facilities and Infrastructure**

Facilities and infrastructure are the most important factors in service, because the available work facilities are in accordance with the needs of performing services, so the work will be carried out well, in carrying out work, of course, it requires supporting facilities and infrastructure so that the implementation of the work can be carried out properly. However, in its implementation, the services at the Pegasing district office have not been carried out properly in accordance with the existing provisions in the District. Where the existing facilities and infrastructure at the Pegasing District Office should be able to support the implementation of community services.

Efforts Made by the Head of District in Improving Employee Performance at the Pegasing District Office, Aceh Tengah Regency

Decisions made regarding employee performance improvements are carried out by involving the participation of all stakeholders in the district office. The Head

of District provides the opportunity for employees to contribute in providing suggestions and opinions, so that the decisions taken are an illustration of the aspirations of all employees in the office. The ability of employees to carry out their duties is one of the important criteria that every employee in the organization must have.

This can be seen from the performance of employees who have been able to complete work in their respective fields in accordance with existing main duties and functions as well as a high sense of responsibility to serve the needs of the community. And to add insight or experience for employees, the district head is also satisfied with the ability of his personnel to provide ideas or donations in the form of new ideas for office programs.

The attendance level of district employees who have the duty to provide services to the community certainly requires employees who have a high sense of responsibility in helping the work of a leader from interviews that have been conducted by researchers, in fact the leadership has tried to provide learning about the rules and also provide training for delegation and are properly nurtured to be able to achieve employee performance which will then also be evaluated for the work given.

And for obedience in the form of violations of office regulations such as tardiness or absenteeism, the leader has also tried to act in accordance with the power held by giving a warning if a minor violation occurs but will also provide sanctions in accordance with the violation committed if it is not appropriate with office regulations. This is also a reference for them in developing employee performance.

The results of other studies clearly show that the district head carries out follow-up activities to improve employee performance. Follow-up activities in the employee performance evaluation are carried out by the head of District by giving awards to employees who are performing

well and coaching employees who are not performing well. Based on the findings above, it shows that the head of District has shown a good role in monitoring the performance of employees, the ability of the head of District to show a good supervisory role, needs to be improved by conducting supervision and leadership of the head of District in improving the performance of coaching employees to not feel supervised at work and trying to work well even without being supervised by the leadership.

- a. Participation in decision-making, namely in the way that decisions are made by leaders involving subordinates or not. As a leader in charge of several employees who work in the organization he leads, the district head in carrying out his roles, duties, and obligations must be able to work together with a group of people or employees who are in Institutions or organizations from the above statement can be concluded that in the participation of decision-making by the leadership of the organization or agency, namely the Head of District, sometimes involving subordinates to participate in it either in the form of ideas or ideas as long as it is related to the interests of the district, but that participation is also not always involve employees where under certain conditions and there are interests that are outside the district most of the participation is focused on stakeholders and also depends on certain job situations.
- b. Delegation of authority, namely the delegation of full authority from the leader to subordinates in relation to the role of the leader in improving employee performance, delegation of tasks or authority can also be used to become a benchmark for a leader in assessing his subordinates' abilities and understanding of tasks are parameters that can show how far the employee is can understand what is assigned by the leader and in an interview with the office employees themselves that during the process of

delegating tasks it has been well received and has been running according to the duties and functions of each employee, in other words the employee is able to accept and understand the tasks given by the leadership. In accordance with what is expected in addition to that, the division of tasks can also provide additional experience to subordinates so that they will be more skilled and can make each employee more responsible for the work, which is given. So that it can be concluded that the existence of the process of delegating tasks between leaders and subordinates has a synergy that can create a better quality of work and the role of the district as a leader can also be felt by employees.

- c. Work supervision is a work supervision activity carried out by the Head of District to his subordinates, in this case from interviews conducted with the Head of District himself, it can also be said that supervision should be carried out in the office and it has been running, both internally and incidentally, this has been done, this can be seen from the statement of the Head of District who explained that within a week they held staff meetings for evaluation and visits to rooms as direct work controls. In the Pegasing District itself, the community can also provide supervision of the performance of office employees through suggestions or criticism that can be conveyed directly at the time of service. However, if in the monitoring process there is a deviation or something that violates the rules, then the employee will also be sanctioned.

The communication made by the district head to his subordinates in his role as a communication leader that has taken place in the Pegasing District, the results of interviews from employees who work at the district office explained that the communication that has been established between the employees and the district head himself has been going well, even in their

daily lives. Regarding work matters or just regular communication, the district head has created an atmosphere of intimacy with office employees with good communication that will also encourage employee motivation because indirectly smooth communication habits will provide a sense of comfort for employees so they will feel happy and more enthusiastic at work.

CONCLUSION

The role of the district head in improving the performance of employees in the work environment of the Pegasing district office in Aceh Tengah Regency shows an indication of weak leadership support, this can be seen from the actions taken by the district head in carrying out his role to influence subordinates, as a motivator, interpersonal roles, as informational and as a decision making, can foster trust and spur employees to improve the performance of employees who are in the head of district office, Pegasing district, Aceh Tengah regency.

Factors that support the Head of District's leadership function in improving employee performance is by enforcing policies made in the work discipline of staff support staff and work facilities and infrastructure, and must always be ready to provide services to the community and also provide backup tools that are used for to anticipate damage to machines and tools used.

The leadership policy of the district head in improving employee performance is still simple and there is a lack of firm leadership in making a policy and giving sanctions to employees who violate and monitor employee performance and must be ready and alert in responding to Reports from the public regarding employee service to the community and must prioritize service to the community.

REFERENCES

1. Afandi, Pandi. (2016:68) Concept & Indicator Human Resources Management

- For Management Research, Cetakan I. Deepublish Publisher, Yogyakarta.
2. A.A. Anwar Prabu Mangkunegara, 2000, Manajemen Sumber Daya Manusia, Bandung. PT, Remaja Rosdakarya.
 3. Aan Komariah, Djarm'an Satori, 2011, Metode Penelitian Kualitatif, Bandung, Alfabeta
 4. Akdon, Riduwan. (2007). Rumus dan Data dalam Aplikasi Statistika. Bandung: Alfabeta
 5. Conny, R., Semiawan. 2016: Metode Penelitian Kualitatif Jenis, Karakteristik dan Keunggulannya. Grasindo, Jakarta.
 6. Djafri, N. (2015). Pengaruh Gaya Kepemimpinan, Empati Dan Motivasi Terhadap Budaya Organisasi (Studi Kasus Terhadap Kepala Sekolah Dasar Kota Gorontalo). Jurnal Manajemen, 19(1), 59-73.
 7. Djafri, Novianty. 2016: Manajemen Kepemimpinan Kepala Sekolah (Pengetahuan Manajemen, Efektifitas, kemandirian Keunggulan Bersaing dan Kecerdasan Emosi). Deepublish/Publisher, Yogyakarta.
 8. Djamin, Djanius. 2007: Pengawasan dan Pelaksanaan Undang-Undang Lingkungan Hidup: Suatu Analisis Sosial, Edisi 1. Buku Obor, Jakarta.
 9. Duha, Timotius. 2014: Perilaku Organisasi. Deepublish/Publisher. Yogyakarta.
 10. Dwiwibawa, Rudi., F. & Riyanto Theo. 2012: Siap Jadi Pemimpin? Latihan Dasar Kepemimpinan. Kanisius, Yogyakarta.
 11. Endraswara, Suwardi. 2006: Penelitian Kebudayaan, Ideologi, Epistemologi dan Aplikasi, Cetakan I. Agromedia Pustaka, Jakarta.
 12. Fadli, Muhammad. 2012: Head of District dan Kehead of District menurut UU No 23 Tahun 2014. Universitas Riau, Riau.
 13. Gunawan, I. (2013). Metode penelitian kualitatif. Jakarta: Bumi Aksara, 143.
 14. Handoko T. Hani 2003 Manajemen Personal dan Sumber Daya Manusia, Yogyakarta, BPFE, Yogyakarta
 15. Inez, Ajeng Milza Ayuningsih. 2012: Tugas Dan Fungsi Head of District Dalam Mengendalikan Angka Kelahiran Kematian Ibu, Bayi Dan Anak Melalui Program Keluarga Berencana Implementasi Pasal 2 Ayat 3 (22b) Peraturan Pemerintah Republik Indonesia Nomor 25 Tahun 2000

- Tentang Kewenangan Pemerintah Dan Kewenangan Propinsi Sebagai Daerah Otonom (Studi di Kantor Kehead of Districtan Kepanjen Kabupaten Malang). Universitas Brawijaya, Malang.
16. J.Moleong, Lexy.2014. Metode Penelitian Kualitatif ,EdisiRevisi. PT Remaja Rosdakarya, Bandung.
 17. Juana, Asmara Suhardi. 2013: Kepemimpinan Head of District Dalam Meningkatkan Kinerja Pegawai Pada Kantor Head of District Bunguran Tengah Kabupaten Natuna. Universitas Tanjungpura, Pontianak.
 18. Kadarusman, D., (2012). Natural Intelligence Leadership: Cara Pandang Baru Terhadap Kecerdasa dan Karakter Kepemimpinan. Jakarta: Raih Asa Sukses.
 19. Kumayas, Putra. 2010: Peran Kepemimpinan Head of District Dalam Peningkatan Disiplin Kerja “Suatu Studi Di Kantor Kehead of Districtan Mapanget Kota Manado”. Universitas Manado.
 20. Langkay, Jimmy. 2011: Peran Kepemimpinan Head of District Dalam Meningkatkan Disiplin Kerja Pegawai (Studi Kasus Di Kantor Kehead of Districtan Amurang Barat). Universitas Minahasa Selatan, Sulawesi Utara.
 21. Lina. (2010). Evaluasi Kinerja Industri Jasa Otomotif Melalui Strategi Balanced Scorecard. Arika, 4(2), 167-174.
 22. Mardalis. (2010). Metode Penelitian Suatu Pendekatan Proposal. Jakarta: Bumi Aksara
 23. Mardhatillah. 2013: Analisis Pelaksanaan Tugas Pokok Dan Fungsi Head of District Dalam Penyelenggaraan Pemerintahan Di Kehead of Districtan Somba Opu Kabupaten Gowa, Jurnal Ilmiah. Universitas Hasanuddin, Makassar.
 24. Nasim, A., & Romdhon, M. R. S. (2014). Pengaruh Transparansi Laporan Keuangan, Pengelolaan Zakat, dan Sikap Pengelola Terhadap Tingkat Kepercayaan Muzakki. Jurnal Riset Akuntansi dan Keuangan, 2(3), 550-561.
 25. Mathis Robert, Jackson John. 2002. Manajemen Sumber Daya Manusia. Jakarta : Salemba Empat
 26. Miles, M.B, Huberman, A.M, dan Saldana, J. 2014. Qualitative Data Analysis, A Methods Sourcebook, Edition 3. USA: Sage Publications. Terjemahan Tjetjep Rohindi Rohidi, UI-Press.
 27. Muhadjir Noeng. 1998. Metodologi Penelitian Kualitatif. Yogyakarta: Rake Sarasin
 28. Nurcholis, Hanif. 2010: Teori Dan Praktek Pemerintahan Dan Otonomi Daerah. Edisi Revisi. Grasindo, Jakarta.
 29. Oktavia, Nova. 2015: Sistematika Penulisan Karya Ilmiah. Deepublish, Yogyakarta.
 30. Riska, Nur. 2014: Kepemimpinan Head of District Dalam Meningkatkan Kinerja Pegawai Pada Kantor Head of District Samarinda Utara Di Kota Samarinda. Universitas Mulawarman, Samarinda.
 31. Rosyidi. 2009. Mikroekonomi. Teori Permintaan. Penerbit Erlangga. Jakarta
 32. Rudito, Bambang., 2007, Audit Sosial , Bandung: Rekayasa Sains
 33. Sastrohadiwiryo, Siswanto. 2002. Manajemen Tenaga Kerja Indonesia. Jakarta : Bumi Aksara.
 34. Sedarmayanti dan Hidayat, Syarifudin. (2011). Metodologi Penelitian. Bandung : Mandar Maju
 35. Silalahi, Ulber. 2012. Metode Penelitian Sosial. Bandung: Refika Aditama.
 36. Soekarso & Putong, Iskandar. 2015: Kepemimpinan Kajian Teoritis dan Praktis. Buku & Artikel Karya Iskandar, Jakarta.
 37. Sugiyono. (2014). Metode Penelitian Pendidikan Pendekatan Kuantitatif, Kualitatif, dan R&D. Bandung: Alfabeta.
 38. Sukmadinata, Nana Syaodih. 2013. Metode Penelitian Pendidikan. Bandung : PT Remaja Rosdakarya
 39. Syahbuddin, Hendi. 2013: Pengaruh Motivasi Dan Disiplin Kerja Terhadap Produktivitas Kerja Sekretaris Desa Yang Telah Diangkat Menjadi Pegawai Negeri Sipil (PNS) Berdasarkan Peraturan Pemerintah Nomor 45 Tahun 2007 Di Kabupaten Cirebon. Universitas Swadaya Gunung Jati, Cirebon.
 40. Tualaka, J.F. 2009: Buku Pintar Politik: Sejarah, Pemerintahan Dan Ketatanegaraan, Cetakan I. Redaksi Great Publisher. Yogyakarta.
 41. Undang-Undang Republik Indonesia 1945 dan Perubahannya Tahun 2010 Tentang Tugas dan Fungsi Head of District.
 42. Undang-Undang Republik Indonesia 1945 dan Perubahannya Tahun 2014 Tentang Pemerintahan Daerah
 43. Undang-Undang Republik Indonesia Nomor 23 Tahun 2014 Tentang Pemerintahan Daerah.

44. Widyaningdyah, A. U. (2004). Analisis faktor-faktor yang berpengaruh terhadap earnings management pada perusahaan go public di Indonesia. *Jurnal Akuntansi dan Keuangan*, 3(2), pp-89.
45. WINARDI, W., & Wahyu, I. K. A. (2013). Pengaruh Pengungkapan CSR terhadap Kinerja Keuangan Bank yang Terdaftar di Bursa Efek Indonesia. *Jurnal Akuntansi AKUNESA*, 1(3).
46. Yusnawati. 2015: Gaya Kepemimpinan Dalam Meningkatkan Motivasi Kerja Pegawai Pada Kantor Head of District Wakorumba Utara Kabupaten Buton Utara. Universitas Halu Oleo, Kendari.

How to cite this article: Mustaqim, Humaizi, Amin M. The leadership function of the district head in improving employee performance in the Pegasing District Office Aceh Tengah Regency. *International Journal of Research and Review*. 2021; 8(3): 601-609.
