

THE APPLICATION OF LEADERSHIP IN THE POPULATION AND CIVIL REGISTRY OFFICE OF TULUNGAGUNG REGENCY

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ABSTRACT

This research aims to Apply Leadership in the DiSpendukCapil Kab. Tulungagung. This study aimed to determine the implementation of leadership in the Population and Civil Registry Office of Tulungagung Regency. This study refers to a qualitative approach with data collection techniques in the form of observation, interviews and taking pictures. In addition, information is presented using a descriptive approach. Data were collected at the Tulungagung Regency Population and Civil Service Office by interviewing several heads of the Tulungagung Regency Population and Civil Registry Office. The results of the research that the researchers conducted showed the implementation of leadership by the KaDisPendukCapil of Tulungagung Regency. With metrics, decisions are made collaboratively, considering employee capabilities, appreciating criticism, suggestions, and opinions of employees, and collaborating with subordinates. It can be classified that the Head of the Population and Population Registration Office of Tulungagung Regency uses a democratic leadership style and bureaucratic leadership.

Keywords: *Implementation of Leadership, Dispendukcapil Officers*

I. INTRODUCTION

The problem that needs to be solved related to the character of the nation's leader is that the role and function of the government in building the character of the nation's leader could be more optimal (Cahyono, 2013). Leadership style is one indicator of the ups and downs of an organization. Achievement is the effectiveness or degree of success a person or group achieves in working within a certain period. Better performance can only be achieved with leadership or good leadership and can encourage institutional efforts to improve the quality of work. Performance management is a process that must be continuously improved and is expected to improve the work of both people and all organizations (Runa, 2020). Leadership is considered very important for two reasons: First, the fact that changes in leaders often affect the work processes of an agency, department or organization; Second, a study concluded that the factors within the organization that influence success are the work management process, including the work management process at all levels of the organization, the skills and actions of each leader, (Setiawan, 2018).

Population administration services are provided by government agencies responsible for recording, processing and maintaining population data in an area. This service includes the preparation and management of population documents. Population administration plays a vital role in social and economic life in the country (Yanuarita & Susanto, 2021). Accurate and up-to-date population data is needed for various purposes such as policy making, infrastructure development, health services, and social development. Population administration is necessary because it is directly related to all activities in living in a country, including during legislative

general elections; therefore, improving population administration services is very important to ensure the fulfilment of community needs quickly, efficiently and accurately.

In order to improve population administration services, the government is making various improvements and innovations, such as developing a population information system, applying biometric identification technology, and improving the quality of human resources (HR) in population administration. This is expected to increase efficiency, accuracy, and speed in population administration services and provide satisfaction for people who need these services.(Laili & Kriswibowo, 2022).

To improve service quality, the Tulungagung Disdukcapil seeks to implement various innovations in service improvement. These efforts include establishing clear service standards, improving the quality of human resources by providing training and education to Disdukcapil officers so they can provide maximum service, improving facilities and infrastructure to support comfort in providing services, optimizing the use of information technology by utilising existing technology or develop new systems that are considered more effective and efficient, as well as improve communication and coordination with the public by providing precise and open information,

The Department of Population and Civil Registry of Tulungagung Regency, as the centre for administering and administering the state, must, of course, support personnel who are reliable in their field and able to create a positive work culture so that each employee can interpret precisely what must be done in order to achieve organizational goals. The importance of applying leadership style in an organization is a task where evaluating leadership style has implications for increasing staff (Nasution, 2020). Leadership is a manager's way of commanding, motivating and managing all organisation members to achieve the desired organizational goals and maximum employee performance.(Nasution & Ichsan, 2021).

Leaders have programs and strategies in the management process. Management is the process of controlling and influencing activities related to the work of members of the organization. Therefore, leadership is a way for a leader to influence his subordinates to unite and work properly and correctly according to work regulations. Another main point is the motivation that drives or organizes employees to unite and follow the directions given(Azmi et al., 2021).

Leaders must have a leadership style because it dramatically affects the work process of employees or jobs. After all, nothing benefits a group other than a good leader. Organizational change cannot be separated from the style of the person who leads the organization. Of course, this model is unlikely to encourage the quality of public services in the organizations it fosters(Kristinawati, 2020).

Due to the advantages and disadvantages of each individual, society needs leaders and guidance. This means that people who can lead, but on the other hand, are also humans who do not have leadership(Munawaroh & Daryana, 2021). The role of the leader is vital in meeting the targets of an agency or even a government organization. Employee work management is the result of work that can be carried out by one person or several people in an organization, according to their respective authorities and responsibilities, to achieve organizational goals. The formulation of the problem of this research is: How is the implementation of democratic leadership carried out by the Head of the Disdukcapil Office of Tulungagung Regency? This research aims to examine the application of leadership in the Disdukcapil service in Tulungagung Regency.

Literature Review

In the opinion of Amirullah (Daliansi, 2020), the definition of leadership is someone who has the authority to give orders and techniques to direct or influence other people with good interpersonal ties to achieve an organizational goal. Leadership is an action that directs members to work together to achieve specific goals. In other words, leadership is a person's ability to influence other people so they want to do something to achieve a purpose and goal. These guidelines contain at least the following elements: People who can incite, people who can be incited, and specific actions or actions to achieve organizational goals.

In this leadership, there are two things that leaders usually do to their subordinates or followers, according to Hersey and Blanchard, quoted from (Hariyanto & Katam, 2020), namely: directing behaviour or supporting behaviour. A. directing behaviour; The degree to which a leader engages in one-way communication. This form of direction in one-way communication includes defining the roles that followers must perform, telling followers what they should be able to do, where to do it, how to do it, and supervising their followers closely. B. Supportive behaviour; The degree to which a leader engages in two-way communication, such as listening, providing support and encouragement, facilitating interaction, and involving followers in decision-making. The two behavioural norms are placed on two separate and distinct axes.

Based on various opinions of experts, the concept of leadership is almost as large as the number of people who define it. These are more than a few conclusions from experience.

Democratic Leadership

Each leader has a unique technique for managing the organization he leads. Leadership style is a leadership technique in directing subordinates. There are various leadership styles, namely autocratic, democratic or participatory, and laissez-faire, all of which have strengths and weaknesses. Different organisational leadership styles influence individual participation and group behaviour differently (Supartha & Sintaasih, 2017).

The democratic leadership style can also be said to be a modern and participative leadership style. In carrying out their duties, all employees are encouraged to participate in thought and energy to achieve a target from their organization. The democratic style is the antonym of the autocratic style. Democratic leaders show some of the following characteristics: 1) Encouraging the development of employee work processes. 2) Encourage employees to take action. 3) Prioritize reflection and goals. 4) Make decisions in the interests of the group. 5) Prioritizing urgent matters for safety. 6) Develop a leading renewal process. 7) Expanding the leadership process so that employees can progress and become leaders in the future. 8) Realizing that various problems can be overcome by working together (Daliansi, 2020)

This type of democratic leader behaviour prioritizes work between superiors and subordinates, provides opportunities for subordinates to advance and develop themselves, builds enthusiasm and enthusiasm for the work of subordinates, regards subordinates as colleagues, does not hesitate to coach subordinates and transfer knowledge to subordinates (Utari & Hadi, 2020).

According to Pasolong in the leadership style indicator According to Pasolong in (Machmud, 2019), Indicators of democratic leadership style that have been adapted to their characteristics include:

1. Joint decision

Democratic leaders do not hesitate to be involved with their subordinates in making decisions and carrying out activities to achieve organizational goals because a leader who uses a democratic leadership style wants suggestions, opinions, and criticism from his subordinates.

2. Appreciate the potential of subordinates
Democratic leadership respects the potential of each individual. It acknowledges the expertise of experts in their respective fields, being able to utilize the capacity of each member as effectively as possible at the right time and in the right conditions.
3. Listen to criticism, suggestions or opinions from employees
Getting criticism, suggestions or opinions from employees is natural in organizational life. Thus, there will be a tendency to increase self-potential and be better than before and learn from mistakes that have been made.
4. Cooperate with subordinates
A good leader is a leader who can work together or be directly involved in carrying out tasks in order to achieve organizational goals. Leaders also do not hesitate to go directly to the field to carry out tasks

II. RESEARCH METHODS

This study uses a qualitative design, and the method used is descriptive. The research objectives set out in this study were to obtain an overview of the implementation of leadership in the Disdukcapil Office of Tulungagung Regency. This descriptive study tries to answer questions about leadership style analysis in Disdukcapil, Tulungagung Regency. For data collection in research, correct information collection techniques are needed so that later the expected return can be obtained and can solve existing problems regarding data collection used in this study:

1. Observation is the collection of data by looking carefully at the condition of the object of research or direct observation of the object of investigation to find out the progress of the object of research and the events accompanying it for research purposes.
2. Interview (interview) or collection. Data is where the researcher directly asks for information or sources related to the research to be studied. Interviews are conducted to find out more about the topic of the question that is the focus of the research.

III. RESULTS AND DISCUSSION

Democratic leadership style is the way the Head of a department directs other people or staff to work together to achieve the goals set through initiatives jointly implemented and determined by the heads of different departments and staff. Democratic leadership is the best leadership style, especially in the public service system. Democratic leaders are collaborative leaders who are not dictatorial (arbitrary in directing their members). Leaders always direct their members and always consider the talents and abilities of their members.

The leadership style used by the Head of Disdukcapil in Tulungagung Regency is as follows:

A. Decisions are made together

One of the essential elements in an OPD (Local Government Organization) is the leader or Head of office (OPD), where the head office (OPD) plays an important role, especially in decision-making. Decisions are still made in collaboration with the organization's administrators. Collective decisions are one indicator of a democratic leadership style that significantly influences the smooth functioning of institutions. Regarding joint decisions, this emerged from the results of several informative interviews about the attitude of the Head of the Tulungagung Regency Disdukcapil. Disdukcapil always holds deliberations or meetings, especially in making decisions, with the composition of the organization's management either suddenly or on a scheduled basis and with each Head of

the department or Head of section and with each of its members. OPD heads and heads of departments in setting policies or making decisions. But other staff are not involved in decision making or meeting conditions.

B. Appreciate the potential of subordinates

The characteristics of a democratic leadership style, in addition to joint decisions, also respect the abilities of its members. This leadership is reflected in a leader who values the performance of his employees, appreciates the abilities of his employees and always supports each of his employees. Activities carried out by employees or planned by the planning department. Moreover, according to interview results, not all fields get the same appreciation from the Head of the Tulungagung district population and civil registration office. For example, the Village Head often visits the field to provide directions, directions and invites them to interact.

Moreover, another form of appreciation was when the Head of the Tulungagung Regency Population and Civil Registry Service attended events organized by several service members giving remarks. However, there are also service members who receive recognition in the form of praise for satisfactory work results. Appreciation is significant for the institution's sustainability because it can affect employee performance and is a way to appreciate the abilities of its members.

C. Receive criticism, suggestions or opinions from employees

This is in accordance with the indicator that decisions are taken jointly because to make joint decisions, leaders must listen to criticism, suggestions, and also opinions from their subordinates because this affects their democratic leadership style and influences the progress of their organization, in addition to increasing the potential of their employees, because by doing so, they recognize the potential of each employee. A democratic leader, or using a democratic leadership style, must be ready to listen to criticism, accept suggestions and consider the opinions of his subordinates. Moreover, based on the findings of interviews with several journalists about the democratic leadership style of the Head of the Tulungagung Regency Population and Civil Registry Service, The Head of the Tulungagung Regency Population and Civil Registry Office always listens to criticism from his staff and never complains. Consider all suggestions under all circumstances and consider all opinions of its employees for the betterment of the organization. As part of the criticism faced by every leader both from outside and within, the Tulungagung Regency Population and Civil Registry Service are often criticized from outside for various policies and central and agency policies themselves.

D. Cooperation with subordinates

One of the factors that influence an institution's continuity, progress and harmony is cooperation with employees, cooperation is a form of business in which all elements of the agency participate to achieve common goals, and cooperation can increase awareness among individuals. Based on the indicators of cooperation with subordinates and the results of interviews with several informants, the Head of the Population and Civil Registry Office of Tulungagung Regency is quite active in collaborating with his employees. Several sources stated that the Head of the Tulungagung Regency Population and Civil Registry Office always ensures good communication between workers and often directly visits rooms or the field.

These problems are like the results of previous research (Mentang, 2019), which argue that the participatory leadership style has little effect on employee performance. This discussion

also supports the research results(Rahman, 2015)that experience, education, work, and environment influence the leadership style of the OPD chairman. The democratic leadership style is essential to improve the quality-of-service employees and the performance of the Tulungagung Regency Population and Civil Registry Office employees.

This research also aligns with the results of research studies(Syamsidar & Yustikarini, 2019). One of the reasons for developing work motivation for the Tulungagung regency dukcapil office employees is a democratic leadership style. Where the department head, in this case, treats all employees as family, not as superiors and subordinates. High tolerance and respect for all employees make them feel valued. Moreover, it is an appreciation for them to improve the quality of their work.

IV. CONCLUSION

The conclusions from the research we conducted at Disdukcapil in Tulungagung Regency using the democratic method:

1. Decision-making is done jointly;
In this case, the Head of the Tulungagung Regency Dukcapil Service is always discussed and decided upon together with his staff's participation.
2. Evaluate the ability of subordinates;
giving appreciation to the abilities of subordinates is vital for an organization; on this occasion, it can be seen that the Head of Didukcapil in Tulungagung Regency always gives appreciation or awards to his employees because they can have a good influence on his employees in organizational development.
3. Criticism, suggestions or opinions of Disdukcapil employees of Tulungagung Regency;
Being a leader in a government and civil government will not be separated from criticism, suggestions and opinions in running an organization in the government that is engaged in public services. Moreover, the Tulungagung Regency Disdukcapil leadership always listens and considers various inputs submitted by staff members to the leadership.
4. Cooperate with subordinates
In this case, the Disdukcapil leadership of Tulungagung Regency cooperates well with their subordinates; this activity can be seen from the Disdukcapil leaders who always go directly to the field with their members. Based on the results of the research, there are several suggestions for researchers, namely: so that the Head of the Disdukcapil Office of Tulungagung Regency can maintain a work program and be able to develop and improve the application of a democratic management style both in decision making, respecting the potential of its employees and always listening to suggestions from its members in order to strengthen cooperation between members employee.

Suggestion

1. The lack of media room facilities at the Tulungagung district population and the civil registration office means that not all service employees can participate in one room when making decisions.
2. Lack of appreciation and support evenly for employees because appreciation is significant for the institution's continuity because it can affect employee performance and is a way to appreciate the abilities of its members.

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