

ANALYSIS OF THE ROLE OF LEADERSHIP IN IMPROVING THE EFFECTIVENESS OF GOVERNMENT PROGRAMS AT THE NORTH MANDREHE DISTRICT OFFICE, WEST NIAS REGENCY

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ABSTRACT

This study aims to analyze the role of sub-district head leadership in improving the effectiveness of government program implementation at the North Mandrehe District Office, West Nias Regency. The study used a descriptive qualitative approach, with data collection methods including observation, in-depth interviews, and documentation. The research informants consisted of the sub-district head, sub-district secretary, section heads, sub-district staff, and village heads. The research results show that sub-district leadership plays a significant role in increasing the effectiveness of government programs through the application of a participatory and collaborative leadership style. The sub-district head functions as a coordinator, motivator, facilitator, and supervisor in program implementation, involving sub-district officials and the community at every stage of planning, implementation, and evaluation. The contribution of leadership is seen in improved cross-stakeholder coordination, accelerated program realization, more optimal resource management, and increased staff motivation. However, program implementation still faces several challenges, including limited infrastructure, regional accessibility, human resource capacity, and low community participation in several villages. This study concludes that adaptive, communicative, and participatory sub-district leadership can improve the effectiveness of government programs at the sub-district level. Therefore, strengthening leadership capacity and increasing synergy among stakeholders is necessary to achieve more optimal public services and regional development.

Keywords: *Sub-District Leadership, Effectiveness Of Government Programs, Public Organizations, Sub-Districts.*

ANALISIS PERAN KEPEMIMPINAN DALAM MENINGKATKAN EFEKTIVITAS PROGRAM PEMERINTAH PADA KANTOR KECAMATAN MANDREHE UTARA KABUPATEN NIAS BARAT

ABSTRAK

Penelitian ini bertujuan untuk menganalisis peran kepemimpinan camat dalam meningkatkan efektivitas pelaksanaan program pemerintah pada Kantor Kecamatan Mandrehe Utara, Kabupaten Nias Barat. Penelitian menggunakan pendekatan kualitatif deskriptif dengan metode pengumpulan data melalui observasi, wawancara mendalam, dan dokumentasi. Informan penelitian terdiri atas camat, sekretaris camat, kepala seksi, staf kecamatan, serta kepala desa. Hasil penelitian menunjukkan bahwa kepemimpinan camat berperan signifikan dalam meningkatkan efektivitas program pemerintah melalui penerapan gaya kepemimpinan

partisipatif dan kolaboratif. Camat berfungsi sebagai koordinator, motivator, fasilitator, serta pengawas dalam pelaksanaan program, dengan melibatkan aparatur kecamatan dan masyarakat pada setiap tahap perencanaan, pelaksanaan, hingga evaluasi. Kontribusi kepemimpinan terlihat pada meningkatnya koordinasi lintas pihak, percepatan realisasi program, pengelolaan sumber daya yang lebih optimal, serta meningkatnya motivasi aparatur. Namun demikian, pelaksanaan program masih menghadapi sejumlah tantangan, antara lain keterbatasan infrastruktur, aksesibilitas wilayah, kapasitas sumber daya manusia, serta rendahnya partisipasi masyarakat di beberapa desa. Penelitian ini menyimpulkan bahwa kepemimpinan camat yang adaptif, komunikatif, dan partisipatif mampu meningkatkan efektivitas program pemerintah di tingkat kecamatan. Oleh karena itu, diperlukan penguatan kapasitas kepemimpinan serta peningkatan sinergi antar pemangku kepentingan guna mewujudkan pelayanan publik dan pembangunan daerah yang lebih optimal.

Kata kunci: *Kepemimpinan Camat, Efektivitas Program Pemerintah, Organisasi Publik, Kecamatan.*

INTRODUCTION

Leadership is a fundamental element in public organizations because it determines the direction, strategy, and successful implementation of various government programs. Leaders function not only as administrative managers but also as agents of change, capable of mobilizing resources, building synergy between work units, and creating an organizational culture conducive to achieving shared goals. In the public sector, the effectiveness of government programs is reflected in the achievement of outputs, outcomes, and long-term impacts on public welfare (Mahsun, 2006). With the implementation of regional autonomy, local governments have increased their responsibility to manage resources and implement development according to community needs. At the sub-district level, the sub-district head (camat) holds a strategic position as a liaison between the district government and the community. In this role, the sub-district head is required to have the ability to develop policy implementation strategies, direct officials, and foster community participation to ensure the effectiveness of government programs (Yukl, 2013). However, the implementation of government programs at the sub-district level often faces various obstacles, such as weak coordination between implementing units, limited human resources, low community participation, and a suboptimal monitoring and evaluation system. This condition is also found in North Mandrehe Sub-district, an administrative area in West Nias Regency. Although the government has implemented various development programs, including basic infrastructure development, community economic empowerment, improving education and health services, and strengthening governance, the results achieved have not been fully optimal.

Geographical barriers, limited apparatus capacity, and minimal community involvement are factors that affect the effectiveness of program implementation. This situation indicates a gap between policy planning and implementation. In this context, sub-district head leadership plays a crucial role as a driving force for program success. Visionary and adaptive leadership is believed to be able to navigate bureaucratic complexity and optimize available resources to achieve maximum results (Bass & Riggio, 2006). Sutrisno (2019) also emphasized that leadership quality directly contributes to increasing the effectiveness of public organizations, particularly in the implementation of development programs.

Furthermore, leadership is not simply a structural position, but rather a dynamic process that requires the ability to influence, inspire, and empower officials and the community to achieve shared goals. Leaders who can build effective communication, strengthen cross-sector coordination, and encourage community participation will have a better chance of increasing the success of government programs (Yukl, 2013). Based on this background, this study aims to analyze the role of sub-district head leadership in improving the effectiveness of government programs at the North Mandrehe District Office, West Nias Regency. This research is expected to provide theoretical contributions to the development of public sector leadership studies and provide practical input for local governments in strengthening leadership capacity at the sub-district level to achieve more effective and sustainable development.

LITERATURE REVIEW

Leadership Concept

Leadership is the process of influencing individuals or groups to achieve shared goals through direction, motivation, and coaching. Danim (2013) defines leadership as the actions of an individual or group in directing others to achieve predetermined goals. Rahmat (2016) emphasizes that leadership encompasses the ability to motivate and influence the mindset and work methods of members, enabling them to act independently in decision-making. Yukl (2013) views leadership as a process in which individuals facilitate a shared understanding of what needs to be done and how to do it effectively, while simultaneously encouraging collective efforts to achieve organizational goals. Similarly, Terry (2017) states that leadership is the overall activity of influencing the will of others to achieve shared goals.

In the context of public organizations, leadership is not only oriented towards achieving

administrative targets, but also towards the ability to build cooperation, create a conducive work environment, and improve the quality of service to the public.

Functions and Roles of Leadership

Simarmata et al. (2021) state that leadership functions include planning, communication, problem-solving, supervision, and evaluation. A leader is required to develop strategies, convey information effectively, identify problems, and control the implementation of organizational activities. Elu and Purwanto (2012) added that visionary leaders play a crucial role in formulating visions, building working relationships, exercising control, providing encouragement, and conveying information to members. Karundeng et al. (2022) emphasized the characteristics of transformational leadership, which include inspirational motivation, intellectual stimulation, and individual attention, aimed at enhancing the creativity, commitment, and performance of subordinates. Bass and Riggio (2006) explain that transformational leadership can inspire followers to work beyond personal interests to achieve organizational goals. In the public sector, this leadership style is considered effective in improving employee performance and the successful implementation of government programs.

The Concept of Government Program Effectiveness

The effectiveness of a government program refers to the extent to which the program achieves its stated goals, both in terms of output, outcome, and long-term impact. Mahsun (2006) states that effectiveness in the public sector is measured by the achievement of planned results and the benefits felt by the community. Danim (2013) explains that effectiveness can be measured by comparing achieved results with predetermined targets. Rahmat (2016) adds that effectiveness encompasses not only achieving short-term goals but also sustainable social impact. Terry (2017) emphasizes the importance of optimal and accountable resource utilization as indicators of program effectiveness. Erdiyanti (2015) stated that effective government programs must be able to deliver real and sustainable change for society. Friedman (2018) added that effectiveness is also determined by the government's ability to adapt the program to the dynamics that occur during the implementation process.

The Relationship Between Leadership and the Effectiveness of Government Programs

Various studies have shown that leadership is closely linked to the effectiveness of public organizations. Sutrisno (2019) found that leadership quality directly influences the success of development program implementation. Leaders who are able to build effective communication,

strengthen coordination, and empower officials and communities will increase the program's chances of success. Yukl (2013) emphasized that effective leadership fosters shared understanding, work commitment, and cross-stakeholder collaboration. In the sub-district context, the sub-district head acts as a coordinator, facilitator, and supervisor, bridging local government policies with community needs. Thus, adaptive, participatory, and transformational leadership is a key factor in increasing the effectiveness of government programs, especially at the level of government closest to the community.

RESEARCH METHODS

This study uses a descriptive qualitative approach to provide an in-depth description of the role of sub-district head leadership in improving the effectiveness of government programs. The research location is the North Mandrehe Sub-district Office, West Nias Regency. Research informants were determined purposively, consisting of the sub-district head, sub-district secretary, section heads, sub-district staff, and village heads as supporting informants. Data collection techniques included field observation, in-depth interviews, and documentation. Primary data was obtained directly from informants through interviews and observations, while secondary data came from institutional documents and relevant literature. Data analysis was conducted using the Miles and Huberman interactive model, which includes data reduction, data presentation, and conclusion drawing. To ensure data validity, researchers applied source and technique triangulation, comparing the results of interviews, observations, and documentation. This approach was used to gain a comprehensive understanding of sub-district heads' leadership practices and their contribution to the effectiveness of government program implementation at the sub-district level.

RESULTS AND DISCUSSION

This research was conducted at the North Mandrehe District Office, West Nias Regency, focusing on the role of sub-district head leadership in improving the effectiveness of government program implementation. The results revealed three main findings: the role of leadership in program implementation, the contribution of leadership to program effectiveness, and the challenges faced in its implementation.

The Role of Sub-district Head Leadership in Program Implementation

The sub-district head implements a participatory and collaborative leadership style, involving sub-district officials, village heads, community leaders, and youth and women's groups in every stage of the program, from planning and implementation to evaluation. The sub-district head acts as coordinator, facilitator, motivator, and supervisor of government program implementation. In practice, sub-district heads actively build two-way communication with officials and the community, conduct routine field monitoring, and conduct periodic evaluations to identify obstacles to program implementation. This approach fosters a sense of ownership among officials and the community, thereby increasing their involvement in supporting development programs.

Leadership Contribution to Program Effectiveness

The sub-district head's leadership contribution to program effectiveness is evident in improved cross-stakeholder coordination, accelerated program implementation, and optimized resource management. Several priority programs, such as village infrastructure development, social assistance distribution, stunting reduction, and community economic empowerment, have demonstrated improved performance compared to the previous period. Furthermore, the sub-district head's leadership has been able to increase staff motivation through routine coaching, technical guidance, and non-material rewards. This has resulted in improved performance among sub-district staff and village officials. The sub-district head also prioritizes budget management to ensure urgent programs continue despite funding constraints. Intensive coordination between sub-districts, village governments, and district governments also accelerates the resolution of administrative and technical obstacles in the field, so that program implementation becomes more targeted.

Challenges in Implementing Leadership

Despite its positive impact, the leadership of sub-district heads still faces a number of challenges, including limited infrastructure and accessibility to remote villages, delays in budget disbursement, variations in the human resource capacity of village officials, communication barriers due to limited internet networks, and low community participation in several programs. To address these obstacles, the sub-district head implemented adaptive strategies through increased routine coordination, utilization of online communication media, technical guidance to village officials, and a cultural approach involving traditional and religious leaders in program outreach. These strategies helped minimize implementation obstacles, although they have not yet been completely resolved.

Discussion

The Role of Sub-district Head Leadership in Implementing Government Programs

The research results show that the leadership of the sub-district head at the North Mandrehe District Office, West Nias Regency, applies a participatory and collaborative approach, involving sub-district officials, village government officials, and community members in every stage of government program implementation. This multi-stakeholder involvement strengthens a sense of belonging to development programs and encourages collective responsibility for their achievement. This finding aligns with the view of Simarmata et al. (2021), who stated that leadership functions encompass planning, communication, problem-solving, supervision, and evaluation. The sub-district head not only performs administrative functions but also acts as a coordinator, facilitator, and supervisor, actively conducting field monitoring and periodic evaluations. Furthermore, the sub-district head also plays a visionary role, as outlined by Elu and Purwanto (2012), namely formulating work directions, building relationships, providing encouragement, and conveying information to officials and the community.

Furthermore, the Camat's leadership practices reflect the characteristics of transformational leadership. This is evident in his ability to motivate subordinates, provide regular coaching, and foster a collective work spirit. Karundeng et al. (2022) emphasize that transformational leadership is characterized by inspirational motivation, intellectual stimulation, and individualized attention, aimed at enhancing follower creativity and commitment. A similar approach is also described by Bass and Riggio (2006), who state that transformational leaders are able to inspire subordinates to work beyond personal interests to achieve organizational goals. In this context, the sub-district head leads not only through formal instructions but also through role models and two-way communication, thus creating a conducive and collaborative work climate. This finding reinforces Yukl's (2013) view that leadership is the process of facilitating a shared understanding of what needs to be done and how to do it effectively.

Leadership Contribution to the Effectiveness of Government Programs

The sub-district head's leadership contribution to the effectiveness of government programs is evident in improved cross-stakeholder coordination, accelerated program implementation, and optimized resource management. Priority programs, such as village infrastructure development, social assistance distribution, stunting reduction, and community economic empowerment, have

demonstrated improved outcomes compared to the previous period. These findings support Mahsun's (2006) opinion, which states that public sector effectiveness is reflected in the achievement of planned results and the benefits felt by the community. Furthermore, Danim (2013) emphasized that effectiveness can be measured by comparing planned targets with achieved results. In this study, the sub-district head's leadership played a crucial role in ensuring programs ran on target through direct oversight and routine evaluation.

The sub-district head's leadership also contributes to increased staff motivation. Through coaching, technical guidance, and non-material rewards, the sub-district head successfully boosted the performance of sub-district staff and village officials. This aligns with Sutrisno (2019), who stated that leadership quality directly impacts the effectiveness of public organizations, particularly in the implementation of development programs. In addition, the sub-district head applies a priority scale in budget management to address funding limitations and delays in disbursement. This strategy demonstrates adaptive resource management, as Terry (2017) notes that program effectiveness is also determined by the leader's ability to utilize resources optimally and accountably. Erdiyanti (2015) also emphasizes that an effective program must be able to deliver real and sustainable change for the community.

Challenges in Implementing Effective Leadership

Although the leadership of the sub-district head has had a positive impact, this study found a number of challenges, including limited infrastructure and regional accessibility, variations in the human resource capacity of village officials, communication barriers due to limited internet networks, and low community participation in several programs. These findings demonstrate that the effectiveness of government programs is influenced not only by leadership quality but also by structural and social factors. Friedman (2018) stated that program effectiveness depends heavily on the government's ability to adapt policies to the dynamics that arise during implementation. To address these challenges, the sub-district head implemented adaptive strategies through increased routine coordination, technical guidance for village officials, and a cultural approach involving traditional and religious leaders.

This effort demonstrates that the sub-district head's leadership is situational and responsive to field conditions. This approach aligns with Yukl's (2013) view, which emphasizes the importance of leadership flexibility in adapting their leadership style to the needs of the organization and the environment. Overall, the research findings confirm that participatory, transformational, and

adaptive sub-district leadership can improve the effectiveness of government programs at the sub-district level. However, strengthening human resource capacity, improving infrastructure, and increasing community participation are still necessary for the program's continued success.

CONCLUSION

Based on the research results and discussion, it can be concluded that the leadership of the sub-district head at the North Mandrehe District Office, West Nias Regency, plays a crucial role in increasing the effectiveness of government program implementation. The sub-district head applies a participatory and collaborative leadership style, involving sub-district officials, village government officials, and the community in every stage of the program, from planning to evaluation. The sub-district head's leadership is reflected in his consistent coordination, facilitation, motivation, and oversight functions. This leadership contribution is evident in improved cross-stakeholder coordination, accelerated program implementation, optimized resource management, and enhanced staff motivation and performance. Priority programs, such as village infrastructure development, community economic empowerment, social assistance distribution, and stunting management, have demonstrated improved performance compared to the previous period.

However, the implementation of government programs still faces several obstacles, including limited infrastructure and regional accessibility, varying human resource capacity among village officials, delays in budget disbursement, and low community participation in some programs. Therefore, program effectiveness is not solely determined by leadership quality but also influenced by accompanying structural and social factors. Overall, this study confirms that adaptive, communicative, and transformational leadership of sub-district heads is able to increase the effectiveness of government programs at the sub-district level, although strengthening of other supporting aspects is still needed. Regional governments are expected to strengthen the leadership capacity of sub-district heads through ongoing managerial and leadership training to enhance coordination, decision-making, and program management skills. Sub-district and village officials need to continuously improve their technical and administrative competencies to support more professional and accountable program implementation.

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