

THE LEADERSHIP SITUATION OF THE AGRICULTURE OFFICE BANTAENG REGENCY, SOUTH SULAWESI PROVINCE

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Abstract

The leadership situation in government organizations plays a crucial role in creating a conducive work climate. This study aims to analyze in depth innovations in the leadership situation in the Bantaeng Regency Agriculture Office, focusing on three main indicators: leader-subordinate relationship, task structure, and power position strength. This study used a descriptive quantitative approach with a survey method of 40 respondents out of a total of 137 employees, who were selected through the disproportionate stratified random sampling technique. The research instrument is in the form of a questionnaire that has been tested for validity and reliability. The results of the analysis showed that the leadership situation was at a level of 32.81% of the ideal criteria, with normal data distribution and no significant difference between the empirical average score and the ideal hypothesis of 70%. This indicates that innovation in leadership is not optimal. In conclusion, despite the efforts to renew, leadership innovation in the Bantaeng Regency Agriculture Office still needs to be improved, especially in strengthening collaboration, clarifying the task structure, and optimizing leadership authority to create an effective and efficient government organization.

Keywords: Employee relations, task structure, and power position.

Introduction

Until now, we cannot escape from organizational activities. The activities of organizations, both governmental organizations and non-governmental organizations, always intervene in the lives of modern people today. This condition has been described long before by Robert Presthus and Amitai Etzioni (in Etzioni, 2019).

The organization of government is the dominant form of institution in our society. Government organizations permeate all aspects of people's lives as a whole, both economic aspects and even aspects of our personal lives (Sadler, 2020). Therefore, in general, government organizations are usually defined as social entities that are consciously coordinated by a group of people.

In the contemporary era, the challenges faced by government organizations are getting greater, especially due to the influence of globalization (Bennis and Mische, 2021). Therefore, every government organization is always required to meet the challenges that are increasingly difficult today, which cover all aspects of people's lives, namely social, economic, political, socio-cultural, and so on.

To be able to meet the demands of the challenges mentioned above, it is necessary to have a good, healthy, effective, and efficient government organization in the implementation of its duties (Riwu Kaho, 2020). Furthermore, Melcher (2019) stated that a good, healthy, effective, and efficient governance organization is reflected in the climate, situation, or circumstances of a conducive organization. This kind of organizational climate, situation, or state of affairs mainly indicates flexibility, transparency, motivation, clarity of organizational and job objectives, a good leadership situation, and personality growth of all members of the organization.

Then, based on Law No. 23 of 2014, regional offices are one of the local government organizations that are the implementing elements of local governments. Region can mean province, district, or city. The regional office carries out the following functions: formulation of technical policies in accordance with the scope of its duties, granting licensing and implementing public services, and fostering the implementation of its duties in accordance with the scope of its duties. In this regard, the figure of an organizational leader in the region is very necessary because all decisions, movements, and the pace of progress of the office must depend on the mindset and goals of a leader (Fauzi et al., 2023).

The regency/city regional office is an implementing element of the regency/city government led by a head who is under and responsible to the regent/mayor through the Regional Secretary. The district/city regional office has the task of carrying out the decentralization authority. In the district/city regional office, a district/city Regional Office Technical Implementation Unit (UPTD) can be formed to carry out some of the official duties that have a work area of one or several sub-districts. Each region has different characteristics, so the naming or nomenclature of regional offices can be different in each district/city.

The problems faced by government organizations today, including local government organizations, regional offices, are increasingly complicated, as a result of rapid environmental changes that have greatly affected organizations, especially as a result of the advancement or development of science and technology (Science and Technology) that is increasingly modern. This is what affects the regional bureaucratic pattern that surrounds the climate of our government organizations today, especially the climate or leadership situation in them (Thoha, 2019). In addition, it is also linked to the weakness of staff or employee competence that is still low, the low technical skills possessed by employees, and leadership behavior that is not based on certain situations (Ancok, 2021).

The above description of the figure of local government bureaucrats/apparatus that covers the organizational climate of local government raises questions about the conducive climate of government organizations so far, including the conducive climate of the government organization, including the codification of the organizational climate at the Bantaeng Regency Agriculture Office. Based on the results of the preliminary survey by the author at the Bantaeng Regency Agriculture Office, an initial data picture was obtained that the organizational climate at the Bantaeng Regency Agriculture Office has been considered by some employees of the service to be not so conducive, among other things because it is related to the problem of the leadership situation (not situational leadership)

which is not so good. The description of the problems of the leadership situation in question includes that not all subordinates always obey the orders of the leader, not all work procedures are explained by the leader, and the work performance of the leader is still considered unsatisfactory by local employees. According to the Secretary of the Bantaeng Regency Agriculture Office, if percentaged, the prediction of the leadership situation in this Service is at best 30% – 70% (Results of the author's interview on April 26, 2022).

So, the existence of problems related to the climate of the government organization above is certainly influenced by many things/factors. One of the influential factors is the leadership situation, which includes aspects of the leader's relationship with their members, the leader's duties, and the leader's power position (Winardi, 2020; Fiedler in Gibson, et al., 2020). Leadership is indispensable in driving the activities of an organization (Sahadi et al., 2020), so leadership is one of the determining and most important factors in an organization. In other words, in order for an organization to achieve its goals, strong leadership is needed (Setiani et al., 2023).

The rationality of the assumption of influence is associated with the role of the manager/leader as an interpersonal role (interpersonal relationship) and the role of the leader as a decisional role (decision-maker) in a government organization (Thoha, 2019). In this context, the thesis statement is that it is impossible to create a conducive climate for a government organization if the leadership situation in a local government organization is not supportive. This is because every leader of a local government organization is in a position as the controller of the wheels of the organization, and in running it, the leader is given the power to control it, including in terms of making/making decisions and leading, moving, and motivating their subordinates.

The rationality of the "why" or rational argument for the need to conduct this research which is only focused on innovation in the leadership situation at the Bantaeng Regency Agriculture Office, which at the same time also encourages the author to conduct research is that as far as the author's knowledge, there has never been scientific research that specifically examines innovations in leadership situations in the Bantaeng Regency Agriculture Office, at least in the last 5 years. Therefore, to provide input, scientific research is needed.

Previous research on leadership situations was carried out by Subeno (2018) with the title "The Influence of Leadership Situations on the Organizational Climate at the Balimester Village Office, Jatinegara District, East Jakarta Administrative City, Ptovensi DKI Jakarta." The magnitude of the relationship between the leadership situation and the organizational climate in the Balimester Village Office can be seen from the number of correlation coefficients (r_{calculus}) obtained from calculations consulted with r_{tables} . From the calculation, a value of 0.5713 was obtained, which means that the relationship that occurred included a strong relationship. In contrast to the study, which is a correlation (the variable of the leadership situation with the variable of the organizational climate), this study only examines the variables of the leadership situation as an independent variable and is not related (correlation). This is intended to make the study of leadership situations more in-depth without correlating with other variables.

This research is based on procedures that are in accordance with scientific principles that are expected to produce useful information, including not being a repetition of previous research (original), so that it is expected to provide "new problem solving" or can provide appropriate solutions to the problems of the leadership situation faced by the Bantaeng Regency Agriculture Office (looking at the problem from a different perspective, namely the problem of the lack of concern of the leaders of government organizations for the urgency of creating innovation in a good leadership situation). Likewise, this study tries to use a "new analysis" from the many studies on leadership situations that have been conducted, namely using quantitative descriptive analysis of one sample with problem solving or hypothesis testing that refers to the t-test formula of one sample, while various other research on leadership situations in general uses qualitative descriptive analysis or correlation. In addition, this study uses indicators that are different from other studies on leadership situations, namely indicators of leader-member relationships, task structure, and strength of leadership positions. By selecting the point of view of the problem and the indicators that are presented, the results of this research will create a "research gap", which is the existence of a research gap that shows a contradiction in the results of research that has been carried out previously.

The purpose of this study is to analyze in depth the leadership situation in the Bantaeng Regency Agriculture Office, focusing on three main indicators, namely the relationship between leaders and subordinates, the clarity of the task structure, and the strength of the power position possessed by the leadership in the context of local government bureaucracy. This study aims to measure the extent to which these three aspects have been optimally implemented and whether the level of leadership situation that occurs in the field has reached the expected ideal criterion, which is at least 70% of the specified standard.

Through a descriptive quantitative approach, this research is also directed to reveal the weaknesses in leadership practices that have been occurring, as reflected in employees' perceptions of the existing leadership style. The results obtained are expected to provide a valid empirical picture of the actual condition of leadership in the institution. Thus, this research not only seeks to provide a mapping of the current leadership situation but also presents strategic inputs for improvement and innovation efforts, especially in strengthening collaboration between leaders and staff, reorganizing work structures more systematically, and optimizing leadership authority in encouraging the creation of a more conducive, effective, and efficient organizational climate.

Method

This research was carried out at the Bantaeng Regency Agriculture Office for 3 (three) months, namely April - June 2022, with a focus on research on the leadership situation of the Bantaeng Regency Agriculture Office. The method used in this study is a survey, which is research conducted on a small population, but the data studied is data from samples taken from the population (Kerlinger, 2019). The rate of expansion is descriptive, and the analysis and data type are quantitative. The population in this study is all employees within the Bantaeng Regency

Agriculture Office, which is 137 people, with details based on the level of education as follows:

Table 1
Number of Employees of the Bantaeng Regency Agriculture Office Based on Education Level in 2022

Population						Total (Orang)
SD	SLTP/ Equivalent	SMA/ Equivalent	D I, II/ Akta I, II	D. III/Acts III/ Bachelor	Bachelor (S1, S2, S3)	
1	2	9	18	36	71	137
Sample						
1	2	4	6	9	18	40

Source: Bantaeng Regency Agriculture Office, 2022.

So the number of samples in this study is 40 people. The sampling technique used is the stratified random sampling technique because the population is stratified but less proportional. In this case, the group of employees with elementary and junior high education/equivalent levels was all taken as samples because these two groups were too small when compared to the other four groups.

The data collection method and instrument used in this study were a questionnaire (questionnaire) which was distributed to all samples selected as respondents (40 people).

The data analysis technique used in this quantitative research uses statistics, namely inferential statistics (inductive statistics or probability statistics), which is used to analyze sample data, and the results are applied to the population. This technique is suitable for use if the sample is taken from a clear population, and the sampling technique is carried out randomly (Sugiyono, 2022). The type of inferential statistics used is parametric statistics, which, among other things, requires the main assumption that the data to be analyzed must be normally distributed. While non-parametric statistics do not demand the fulfillment of many assumptions (free distribution).

The grid of instruments needed to measure the leadership situation is as follows:

Table 2
Research Instrument Grid

Variabel	Indicator	Instrument Item No.
Leadership Situation	1. Relationship between the leadership and members (subordinates).	1,2,3,4,5,6
	2. Task structure.	7,8,9,10,11,12
	3. Power position or strength position of the leader.	13,14,15,16,17,18

The research instrument is based on the grid above as follows:

Table 3
Research Instruments

No.	Questions About Leadership Situations	Everything (Very Good) 4	Most (Good) 3	A Small Part (Not Good) 2	None (Not Good) 1
1.	Whether the subordinates provide support to the leader?				
2.	Is there solidarity among workers?				
3.	Are subordinates obedient and loyal to the leadership?				
4.	Do subordinates need leadership and work skills from the leadership?				
5.	Whether personal and subordinate group goals are taken into account by the leadership?				
6.	Is the work performance of the employees satisfactory?				
7.	Whether the objectives of the subordinate group clearly given by the leadership?				
8.	Have the work procedures been explained by the leadership?				
9.	Have the tasks been simplified so that each employee can do them?				
10.	What specific ways of working have been explained by the leadership?				
11.	Have the various problems that arise been solved by the leadership?				
12.	Are there easy ways to				

	check whether a job has been carried out or not?				
13.	Whether the leadership have a wide range of knowledge in the managerial field?				
14.	Whether all employee work performance is the authority of the leadership to assess?				
15.	Is it the authority of the leadership to decide on all additional honorariums?				
16.	Are all gifts or awards to be given to subordinates under the authority of the leadership?				
17.	Is all support from superiors/leaders accepted by all members?				
18.	Are there any areas of expertise that are available to the general public??				

Testing the validity (validity) of each item is done using item analysis, which correlates the score of each item with the total score, which is the sum of each item's score. The correlation used is the Pearson product-moment. Meanwhile, the reliability test of this instrument was carried out with internal consistency with a split-half technique, which was analyzed with the Spearman Brown formula (Arikunto, 2021).

The research instruments in Table 3 above have been tested on 30 respondents. The instrument consists of 18 items, where each item is prepared with 4 answer intervals. The lowest answer is given a score of 1, and the highest is given a score of 4.

Testing the validity (validity) of each item is done using item analysis, which correlates the score of each item with the total score, which is the sum of each item's score. The correlation used is the Pearson product-moment, and the result is as follows:

Table 4
Results of Analysis of Leadership Situation Instrument Items

Instrument Item No.	Correlation Coefficients	Information
1	0,71	You choose
2	0,63	You choose
3	0,45	You choose
4	0,51	You choose
5	0,60	You choose
6	0,59	You choose
7	0,72	You choose
8	0,31	You choose
9	0,45	You choose
10	0,45	You choose
11	0,56	You choose
12	0,36	You choose
13	0,41	You choose
14	0,67	You choose
15	0,35	You choose
16	0,70	You choose
17	0,56	You choose
18	0,51	You choose

If the coefficient is equal to 0.3 or more (at least 0.3), then the instrument item is declared valid. From the above trial, it turned out that the correlation coefficient of all items with a total score above 0.3, so that all items of the leadership assessment instrument were declared valid. The item that has the highest validity is item one, with a correlation coefficient of 0.71, and the lowest is item number eight, with a correlation coefficient of 0.31.

Furthermore, the reliability test of this instrument was carried out with internal consistency, with a split-half technique analyzed with the Spearman Brown formula. For this purpose, the instrument items are divided into two groups, namely even instrument groups and odd instrument groups. Furthermore, the data score of each group was compiled by itself, after being calculated at the correlation coefficient of 0.68. This correlation coefficient is further included in the Spearman Brown formula, as follows:

$$r_i = \frac{2.r_b}{1 + r_b} = \frac{2.068}{1,68} = 0,809$$

R_i = Internal reliability of all instruments.

R_b = Koefeien product-moment between the first and second hemispheres.

So the reliability of the leadership situation instrument = 0.809. Because, based on the test of this instrument, it is valid and reliable for all items, the instrument can be used for measurement in the context of data collection.

Then, as a requirement, the hypothesis test in this study is parametric statistics because the data to be tested is in the form of a ratio (data that is the same distance, and has an absolute zero value). Because it will use parametric statistics, each data on the leadership situation variable must first be tested for normality. If the data is not normal, then hypothesis testing cannot use parametric statistics. The normality of the data in this study was tested using the Normality Test or Chi Square.

Results and discussion

The results of the normality test of leadership situation data as a requirement (if the data are normal, then the hypothesis test can use parametric statistics) are as follows:

Table 6
Helper Table for Normality Assessment of Leadership Situation Data

Interval (=4)	f_o	f_h	$(f_o - f_h)$	$(f_o - f_h)^2$	$\frac{(f_o - f_h)^2}{f_h}$
12-15	2	1	1	1	1
16-19	3	5	-2	4	0,1
20-23	13	14	-1	1	0,0713
24-27	15	14	1	1	0,0714
28-31	5	5	0	0	0
32-35	2	1	1	1	1

Note:

1. Price f_h – 2,7% X 40, 14,53% X 40, 34,23% X 40, 34,13% X 49, 13,53% X 40, 2,7% X 40 ...Rounded Numbers.
2. $R = 34 - 12 = 22$.
3. $k = 1 + (3,3) \log n \dots 1 + (3,3) \log 40 (1,6021) \dots = 6,2869$ or 6.
4. Multiple classes = $R/k = 22/6 = 3,66$ or 4

So the price of Chi Square calculation = 2.9428. The price is further compared to the Chi Square price table, with dk (degree of freedom) $6 - 1 = 5$. If the df is 5 and the error level is 5%, then the price of the Chi Square table = 11.070. Since the Chi Square price calculation is smaller than the Chi Square price table (2.9428 is smaller than 11.070), the distribution of such leadership situation data is normal.

Furthermore, based on the data available in Table 5 above, it can be seen that the average leadership situation = 23.62 and the standard deviation(s) = 4.42. Using the formula t-test of one sample, the price of t can be calculated. The test uses a right-party test and a 5% error level. The hypothesized value is "highest/good 70%" of the ideal value, which means $0.70 \times 40 = 28$.

$H_0 : \mu \leq$ (less than or equal to) $70\% = 0,70 \times 40 = 28$ (ideal average)

$H_a : \mu >$ (more than) $70\% = 0,70 \times 40 = 28$.

Then it is included in the sample t-test formula as follows:

$$t = \frac{\bar{X} - \mu_0}{\frac{s}{\sqrt{n}}} = \frac{213-250}{\frac{5,73}{\sqrt{40}}} = \frac{-4,38}{0,70} = -6,257$$

The price t mentioned above is compared to the table price with $dk = (40-1=39)$ and the error level $\alpha = 5\%$. Based on the table, if 39 and $\alpha = 5\%$ then the price t of the table = 1.683 (with interpolation). It turns out that the price of t calculated (-6,257) is smaller than the price of table t (1,683), so it falls in the acceptance area of H_0 . Thus, H_0 was accepted and H_a was rejected.

So the hypothesis that the highest (good) leadership situation is 70% or 28 accepted (all values below or equal to 28 are accepted). So there is no difference between what is suspected and the data collected. Based on sample data on the leadership situation, only 23.62% are below 24. It can be described as follows:

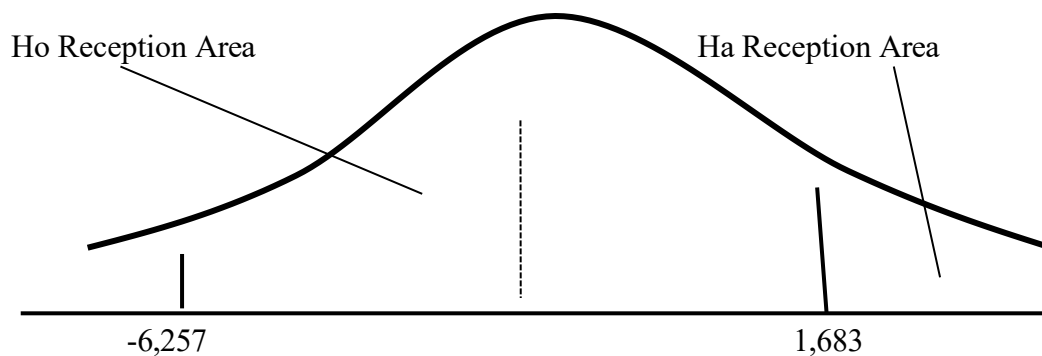


Figure 1: Right-Party Hypothesis Test

If the hypothesis is not formulated, then what is analyzed is the formulation of the problem. To get information about the leadership situation, it can be calculated by dividing the score of the research results by the criterion/ideal score (each respondent to each question can give the highest answer). The instrument on leadership situations consists of 18 question items. The highest score of each item is 4, and the lowest is 1. Leadership

situation data collected from 40 respondents was then tabulated.

The highest score for each respondent is 72 (4×18). This score is hereinafter called the criterion score for 40 respondents, namely: $72 \times 40 = 2,880$, and the mean criterion is 72. The number of leadership situation variable scores (ΣX) based on the data collected was 945; $X = 23.62$; $s = 4.43$. Thus, the leadership situation score displayed was $945 : 2.880 = 0.3281$, or about 32.81% of the set or expected criteria (100.00%). In other words, the level of goodness of the leadership situation so far of the Bantah Regency Agriculture Office is 32.81% (not yet 100.00%).

Although the calculation of the percentage mentioned above (32.81%) only applies to 40 samples taken randomly from a population of 137 people, the percentage level at least gives an idea that there have been innovations in the leadership situation in the Bantaeng Regency Agriculture Office so far, although it is still not good.

Furthermore, there are at least 3 (three) things obtained from the results of this study. First, the distribution of normal leadership situation data, because the Chi Square value calculation is smaller than the Chi Square value table (2.9428 is smaller than 11.070). Thus, for descriptive hypothesis testing, parametric statistics can be used. Second, H_0 is accepted and H_a is rejected, because the calculated t price (-6,257) is smaller than the table t price (1,683), thus falling in H_0 's acceptance district. That is, the hypothesis that the highest (good) leadership situation is 70% accepted. So there is no difference between what is suspected and the data collected. Third, if the hypothesis is not formulated, then what is analyzed is the formulation of the problem. The leadership situation score displayed was $945 : 2.880 = 0.3281$, or about 32.81% of the set or expected criteria (100.00%). In other words, the level of goodness of the leadership situation so far of the Bantaeng Regency Agriculture Office is 32.81% (not yet 100.00%). Although the calculation of this percentage only applies to 40 samples taken from a population of 137 people, the percentage level at least gives an idea that the leadership situation in the Bantaeng Regency Agriculture Office has been created so far, although it is still not good.

So, innovation in the leadership situation of the Bantaeng Regency Agriculture Office still needs to be improved to the maximum, or even better, because so far the level of goodness is only around 70% (still in the medium category). The creation of innovations in a better leadership situation mainly needs to be carried out by structural officials and functional officials in central and regional government organizations, including, of course, in the Bantaeng District Agriculture Office (Barnard, 2019). In addition, to achieve effective leadership in management, leaders are needed who must have a wise nature, full of responsibility in carrying out their duties, in order to realize the desired goals (Ngadin, 2022).

Likewise, there is a need to increase innovation in the leadership situation to the maximum in the Bantaeng Regency Agriculture Office, because with a good leadership situation, it is assumed that it can increase or provide a positive influence/contribution to improving the conducive organizational work climate in the Bantaeng Regency Agriculture Office. The innovation in the leadership situation in question is a situation in which the leader and his subordinates work together, have static and dynamic properties and both

types will affect the "stimuli" that will be chosen by the leadership (including the head of the Bantaeng Regency Agriculture Office) and the quality of the reaction of his subordinates (Hersey and Blanchard, 2021). The indications are a better relationship between the leader and his subordinates, a clear task structure, and the implementation of a power position from the leadership of the Bantaeng District Agriculture Office, which is supportive.

In addition, structural officials at the Bantaeng Regency Agriculture Office need to continue to strive to improve innovation in the leadership situation in the office, must be supported by their subordinates, and at the same time also make it one of the factors for creating a conducive organizational work climate in the Bantaeng Regency Agriculture Office. It is hoped that with a better leadership situation, the organizational work climate in the office will also be more conducive. The organizational climate in question is the state of the Bantaeng Regency Agriculture Office, which is reflected in the good, healthy, effective, and efficient working conditions of the office organization by showing flexibility, transparency, motivation, clarity of organizational goals and work, as well as personality growth of all members of the Bantaeng Regency Agriculture Office organization. Indications are autonomy and flexibility, trust and openness, sympathy and support, honesty and appreciation, clarity of organizational goals, risky work, and personality growth (Mooney, 2019; Pearce and Robinson, 2021).

The leadership of the Bantaeng Regency Agriculture Office needs to continue to encourage increased innovation in a better leadership situation for structural officials in their departments and functional officials, in addition to also making other efforts such as more efficient financial management efforts, conducting more effective work management, improving and utilizing the abilities of their subordinates, providing adequate and decent work facilities and infrastructure, create an organizational work culture that is more suited to today's conditions, applying leadership styles or behaviors (Koonz, Harold, and Weilrich, 2020; Stoner, 2019), including of course it needs to be done by the leadership of the Bantaeng Regency Agriculture Office based on the situation, and so on. In addition, leadership factors also include the quality of providing encouragement, the spirit of direction, and the support that managers and team leaders (Nurjaya et al., 2020).

Conclusion

Innovation in an excellent leadership situation is one of the important supports for conducive government organizations. If there is a relationship between the leadership and members (subordinates) that is always harmonious (good), the task structure is clear (structured), and the power position (position of power) or the strength of the position of the leader is carried out wisely (strong), then the leadership situation becomes very good. Innovation in the leadership situation of the Bantaeng Regency Agriculture Office has not been so good because the relationship between the leadership and members (subordinates), the task structure, and the power position (position of power) or the strength of the position of the leadership has not been carried out properly. Thus, the leadership (head) of the Bantaeng Regency Agriculture Office needs to continue to encourage increased innovation

in a better leadership situation for structural officials in their departments and functional officials, besides, of course, there are other efforts such as utilizing the abilities of their subordinates and creating an organizational work culture that is more suitable for current conditions.

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