

The Role of Leadership in the Development of Public Organizations

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Abstract: *An organization's success is directly proportional to the quality of its leadership. When it comes to adapting to new circumstances and staying on top of advancements in an organization, particularly one that deals with the public or is run by the government, the position of leader is essential. Leaders in a company play an essential role in attempts to improve the quality of service, beginning with management, expanding the resources of the apparatus that delivers services, and utilizing technology. These are the three pillars of the improvement process. The purpose of this research is to investigate the role that leadership plays in the evolution of public organizations. This investigation takes a qualitative approach and makes use of descriptive research tools. According to the findings of the study, a leader is more likely to be successful in developing a public organization if he or she is able to motivate subordinates, is competent in both skills and emotions, and upholds the professional ethics that guide the leader's profession.*

Keywords: *leadership; organization development; public organization; public service.*

Introduction

The organization is a place for every individual to achieve his goals, where every individual who has the same goal gathers to achieve that goal (Nugroho, 2011). An organization is a consciously coordinated social entity with a relatively identifiable boundary that works on a relatively continuous basis to achieve a common goal or group of goals (Budiasih, 2012). Every individual who is in it has an ongoing attachment; this attachment is a way for the organization to deal with constant changes in their membership and achieve the goal (Tanjung et al., 2022).

Organizations will experience changes at any time and will continue to develop according to the times; therefore,

every organization and member of the organization itself must be prepared to face these changes (Boin & Christensen, 2008; Kusumaputri, 2018). Changes that occur within the organization cannot be accepted spontaneously; there must be a mature readiness on the part of the organization. Change is very important for organizations; this is because organizations also want something new and certainly don't want to be left behind by other organizations (Rifa'i 2017).

Organizations must make changes within the organization itself to improve organizational performance and leave behind the downturn that occurs within the organization (Rifa'i 2017). Changes can be either positive or negative for the

organization. Therefore, changes often occur in contrast to this because they are related to values that respect organizational members. Besides, changes can go against the decisions of members that are carried out. Therefore, many sources of organizational change that discuss the necessary changes in organizational culture include changes in the beliefs and values of members and in the way they establish those beliefs and values (Utama, 2017).

Organizations must consider what will happen in the future and plan how to react when preparing a future outcome. Organizational development must be planned by the organization because the organization will undergo development and face changes on a regular basis (Yunus, 2016). Organizational development is a planned effort carried out by an organization to increase effectiveness and enable the organization to achieve its strategic goals (Satria & Redhani, 2020).

Organizational development is not only addressing the changes that occur but also preparing the organization itself. The organization addresses or plans for future developments at the outset, before any external changes occur. Organizations prepare how to strengthen and develop their organizations, manage development and administration, develop human resources within the organization itself, and develop the capacities or abilities of their members (Mackenzie and Gordon 2016).

Through many experiences and organizational theories, it has been established that leadership is one of the many aspects that influence the development of an organization. In

addition to the ability to motivate members of their organization, one of the leadership factors required for the change and development of an organization is the ability of leaders to encourage and foster creativity and innovation; in other words, a leader must be able to manage creativity and innovation and become an innovative leader (Soliha & Hersugondo, 2008).

In the contemporary period, innovative leadership must adapt to environmental changes. In addition, regular changes, developmental changes, and self-innovation are the three types of changes associated with leadership challenges. Change management is undoubtedly a difficult task (Henriyani, 2018). The ability to manage change is one indicator of a leader's effectiveness. This skill is essential because modern leaders are expected to spearhead environmental change. Leadership is the capacity to persuade others to do what the leader desires (Storey, 2016; Solikin et al., 2017).

A leader has the ability to instill an entrepreneurial spirit in the members of his team, specifically the ability to devise novel strategies that significantly increase both productivity and efficiency. This is something that needs to be done because the public's expectations are becoming more complicated and the demand for public services is growing, which means that attaining the ideal level of good governance will require significant effort. In the meantime, on the other hand, the requirements of the people that must be served by the bureaucracy are becoming increasingly complex and increasing in quantity. This is in addition to the level of public awareness, which is also increasing. For this condition to be met, public organizations need to be willing and able

to undergo fundamental organizational shifts in the direction of improved governance.

Creativity and innovative activity are frequently seen to go hand in hand. These two concepts are connected in some way, but there are important distinctions to be made between innovative behavior and creativity. Its influence has been felt in almost every aspect of life, including the public-organization sector, particularly with regard to initiatives undertaken by leaders. Despite the fact that the awareness of an innovative leader will affect every facet of life, the decision-making process is where it will have the greatest impact. The commitment of the leader to maintaining a balance in team performance, with each member of the team contributing to the provision of optimal performance, is one sign of a healthy organization.

Based on the description above, the authors try to examine leadership in accordance with organizational changes. This kind of leadership plays an important role in an organization. In the current conditions, a leader must be able to adjust to the changes that exist.

Method

This research employs descriptive analysis with a qualitative approach as its methodology. According to Sugiyono (2011), qualitative research is a method for investigating and comprehending the significance that a number of individuals or groups attribute to social or humanitarian situations. This qualitative research technique requires significant efforts, such as asking a variety of questions and following certain processes, gathering specific data from participants,

inductively evaluating data from specific to general themes, and interpreting the significance of the data. In addition, according to Garna (2009), a qualitative approach is defined by research objectives that strive to comprehend phenomena in a manner that does not always require quantification.

Result And Discussion Leaders and Leadership

In an organization, the leader has a big and strategic role. The goals of an organization will be achieved only if the leader has sufficient competence to manage the various existing resources. In other words, the performance of an organization is strongly influenced by the presence of a reliable leader. This statement is in line with the results of B. Guy Peters' research, which shows that reform and improving organizational performance have a significant correlation with the leadership and competence of leaders of government organizations and the business world (Basuki, 2021).

There are many meanings and/or definitions of leadership. Kartini Kartono (1994) states the following: "Leaders are individuals who have special skills, with or without official appointments, and are able to influence the group they lead to carry out joint efforts towards achieving certain goals." Meanwhile, according to Panji Anogara in Mujannah (2016), "a leader is someone who actively makes plans, coordinates, conducts experiments, and leads work to achieve goals together." Meanwhile, Bennis (in Basuki, 2021) states that a leader must have integrity, where integrity itself relates to three things, namely self-knowledge, sincerity, and maturity. According to Henry

Mintzberg, the roles of leaders are as follows: (1) the role of interpersonal relations, functioning as an exemplary leader, team builder, coach, director, and consulting mentor; (2) the informal role of monitor, disseminator of information, and spokesperson; and (3) the role of decision maker, functioning as an entrepreneur, disturbance handler, resource allocator, and negotiator. From these definitions, it is clear how crucial it is for an organization to have a qualified leader to guide it.

Like the meaning of a leader, the meaning of leadership also varies. According to George R. Terry, "Leadership is the activity of influencing people to feel like trying to achieve group goals." Then Ordway Tead stated that leadership is "the activity of influencing people so that they want to work together to achieve the desired goals." Meanwhile, the definition put forward by Warren Bennis (in Basuki, 2021) is as follows: "Leadership is the process by which an agent causes his subordinates to behave in a certain way." Meanwhile, according to the Institute of State Administration, "Leadership is the ability of a person to influence other people through direct or indirect communication with the intention of moving these people so that, with full awareness and understanding, they are willing to follow the will of the leadership." From these various opinions, the following can be drawn: (1) leadership involves two parties, namely those who try to influence and those who are influenced; (2) leaders try to influence other parties to behave as expected and mobilize their potential to achieve the specified goals; and (3) an effective leader is a leader who is able to convince them that what the leader expects is for the common good and that

the affected party has a major contribution in achieving these common interests.

Organization Development

Organizational development is a planned effort carried out by an organization to increase effectiveness and enable the organization to achieve its strategic goals. Organizational development aims to strengthen and develop the organization and develop human resources by increasing the capacity of organizational members. It is very important for every organization to make changes along with the times (Sobirin, 1997).

Organizational change is always related to the values that exist in the organization, so it is likely that it often occurs in conflict with the values that respect members of the organization. Changes that occur usually go against the decisions of members of various implementations; that is why many sources of organizational change that discuss changes that occur and are needed in the organizational culture include changes in the beliefs and values of organizational members (Rifa'i 2017).

Organizational development is crucial and science-based; it helps companies grow their capacity for change and achieve greater effectiveness by creating, enhancing, and bolstering strategy-structured work processes. Organizational development is also considered a process that requires time and does not produce rapid results due to the several stages of implementation and evaluation (Hardiyansyah, 2022).

In general, the objective of organizational development is to enable businesses to respond and adapt more

effectively to industry and market shifts and technological advancements, including upcoming developments. Organizational development is a key instrument for controlling and planning the growth of an organization. In addition to the aforementioned broad objectives, below are four other organizational growth objectives:

- a. As a method for recognizing change. One of the goals of acquiring organizational development is to determine what changes are required and in what areas. The organizational development program's design will specify how the change will improve the organization's operations and which employees will be affected.
- b. Promote and oversee expansion. Certainly, organizational development goals are associated with organizational growth. This can be accomplished through a study of organizational development that combines sales estimates and client demand to calculate your company's growth rate.
- c. Advocate for product innovation. Organizational development is essential for product innovation since it facilitates the analysis of each element of product development and the creation of more efficient execution strategies. The organizational development processes that contribute to product innovation include competitive analysis, technology development, customer preference, target market research,

manufacturing capability analysis, and patents and trademarks.

- d. Examining Work Procedures When an organization engages in organizational development, work processes can be analyzed for efficiency and precision. You can determine if there is duplication of effort or if you need more personnel to handle less-ordered jobs.

Leadership and Development of Public Organizations

In this age of technology, there is no place without competition, and competition has been and will be a new principle because the world is open and people are competing to do something better. In such a competitive business world, it demands continuous change and development because globalization can have negative impacts or, more specifically, be a threat to the business world. If all of this is not immediately corrected, it is not impossible that it will threaten the survival of an organization or company. In other words, the impact of globalization will become a big and serious threat, especially if the organization does not have strong leadership. The role of leadership in organizational development in the current situation is very important because, to be able to apply the concept of organizational development, effective leadership from a leader is needed. The effectiveness of his leadership can be judged by how he is able to overcome the main problems and challenges of this century (Djestawana, 2012).

Future leaders will be adaptable to obstacles and stringent laws, disciplined, generous with their people, and able to

keep their leadership positions. Leadership must constantly be prepared with a variety of solutions for potential problems. Regarding adaptability to change, the utilization of human resources is emphasized. As a result, new legislation, partnerships, and collaborations are required, as well as new attitudes, behaviors, and working methods. Therefore, the leadership required to govern an organization is outstanding leadership, specifically the ability to inspire others to become leaders themselves (Prawitno & Alam, 2015).

Leaders in public organizations are generally faced with employees who have a mentality that is less than expected when it comes to providing the best service. Under these conditions, a leader must be a good role model for his subordinates. A leader must be able to motivate his subordinates to work well in accordance with the goals of the organization, which in the context of the environment of government institutions is to provide good service to consumers or the community.

To become a model is not an easy matter, although it is not impossible. The first step is for the leader to have the desire to produce the best results. The leader concerned must view his position as a profession based on professional ethics as follows: (1) have some knowledge, social skills, technical skills, and experience; (2) are competent to carry out obligations and tasks; (3) are able to behave morally and maturely and have high social responsibility; (4) have the ability to control oneself, both emotions and desires, and all of their actions; (5) have always based themselves on ethical values (decency, kindness); and (6) are

subject to sanctions, self-control, and social control.

Then, keeping in mind that what is faced and must be controlled are subordinates with low morale, leaders in public organizations are required to have mature emotional competence in addition to knowledge and/or skill competence. Leaders who have mature emotional competence have the following characteristics: (1) have self-awareness in the form of emotional intelligence, accurate self-assessment, and self-confidence; (2) have good self-management consisting of self-control, transparency, adaptability, achievement, initiative, and optimism; (3) have high social awareness in the form of empathy, organizational awareness, and service; and (4) have good relationship management in the form of inspiration, influence, developing others, acting as a catalyst for change, managing conflict, and being able to work in a team and collaborate.

In relation to the completion of work, a leader is required to be able to motivate his subordinates to find new ways of completing work. At the practical level, more employees tend to use the methods they have used so far without seeing the possibility of a better way of working. The leader's role is to arouse subordinates' interest in finding a better alternative. If the employees find a better way, then their work results will be better, which means the service to the community will be better too. A good leader is one who sees that subordinates are partners in work. In other words, leaders will respect their subordinates with all their potential and shortcomings and be able to take advantage of this potential for the benefit

of the organization. In this way, the leader creates a conducive environment for work.

Conclusion

Organizations will experience changes at any time and will continue to develop according to the times; therefore, every organization and the members of the organization itself must be prepared to face these changes. Growing organizations occur not only in private organizations but also in public organizations. Public organizations must provide good service to the community because it has become their demand to provide good and quality service to the community. Leadership and integrity in a public organization are two things whose chains cannot be broken in an effort to provide and improve public services to the community. As an institution that accommodates and is responsible for meeting community needs, leadership has a significant impact on the quality of service in a government or public organization. Because leaders in an organization are individuals with authority and the authority to make policies in order to improve the quality of a public service.

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