

Supporting and Inhibiting Factors of the Effectiveness of Bureaucratic Leadership in the Population and Civil Registration Agency of Ambon

Petronela Sahetapy¹, Rifdan², Jasrudin³

¹(Public Administration, University of Makassar, Indonesia)

²(Public Administration, University of Makassar, Indonesia)

³(Public Administration, University of Makassar, Indonesia)

Corresponding Author: Petronela Sahetapy

Abstract: This study aimed to determine and analyze factors supporting and inhibiting the effectiveness of bureaucratic leadership in the Population and Civil Registration Agency of Ambon City. This study is a quantitative descriptive study, with a sample size of 30 participants. The data was analyzed using quantitative descriptive analysis with interpretation criteria of percentage score in determining choice and making final decision based on Average Achievement (AA) and value/index to set priority using sociometric calculation, which is Choice Status Index (CSI) calculation. The results of the analysis revealed that factors supporting and inhibiting the effectiveness of bureaucratic leadership, including motives and traits of a leader, knowledge, skills and abilities of a leader, vision of a leader and its implementation, strongly determine the realization of the effectiveness of bureaucratic leadership in the Population and Civil Registration Agency of Ambon City. This is evidenced from the results of the analysis of factors supporting and inhibiting the effectiveness of bureaucratic leadership, which is in strong category: motives and traits of a leader (AA of 86% and CSI of 2.96) are maintained in bureaucratic service as the priority I; knowledge, skills and abilities of a leader (AA of 77% and CSI of 2.65) can be improved in bureaucratic service as the priority III; vision of a leader (AA of 75% and CSI of 2.58) can be improved in bureaucratic service as the priority IV; and implementation of a leader's vision (AA of 78% and CSI of 2.68) can be improved in bureaucratic service as the priority II.

Keywords: Effectiveness, leadership, and bureaucracy.

Date of Submission: 10-08-2018

Date of acceptance: 24-08-2018

I. INTRODUCTION

Leadership in the governance system has brought about a change of nation's development and policy in running the wheels of government. In its application, leadership change leads to good governance which aims to build regional autonomy through open decentralization corridors and provide guarantees for regions in the control of green policy based on Law Number 32 Year 2004 governing local governments. At the regional level, leaders in the local governmental institutions as the element of bureaucracy in the regional administrative and management system run the government autonomously leading to three main functions, the State Administration Agency, (2007: 53): 1) the service function, directly related to the community in providing services directly, 2) the development function, related to the government organizations unit that runs a particular task in the development sector of which main functions include development function and adaptive function, and 3) the general government function, related to a series of activities of government organizations that perform the tasks of general government (regulation) including creating and maintaining tranquility and order as this is closely related to regulation function.

The three functions mentioned above have a wide scope and require a leader who is able to realize them through the transformation of the balance of tasks and responsibilities in service, development, and general government. Providing instruction comprehensively and equitably in every government institution must be in accordance with their duties and functions to implement and realize good governance. Therefore, the effectiveness of a leader can be realized if it meets the following requirements: (1) having power, including authority and legality which empower a leader to influence others to do something; (2) having prestige, including advantages, excellence, and virtues so as to influence or manage others to be obedient and willing to perform certain actions, (3) having abilities, including all the capabilities, strengths, and skills/knowledge which are considered to exceed other people (Tangkilisan, 2007: 8).

Thus, the effectiveness of leadership becomes very important in determining every strategic step in bureaucratic institutions to mobilize subordinates through appropriate ways and methods of leadership in accordance with the conditions and development of the fulfillment of government tasks. Looking closely at the government bureaucracy in Ambon City, especially the Population and Civil Registration Agency of Ambon City, the leadership refers to the Regional Regulation of Ambon City No. 2 of 2014 on the Establishment of Organization and Administration of Ambon City agencies. As an implementing agency, the Population and Civil Registration Agency of Ambon City is a tool of Ambon City Government in the affairs of Population Administration in Ambon City Government of which main duty is to assist the Mayor in carrying out regional government affairs in the field of population and civil registration in the context of the implementation of decentralization tasks, co-administration tasks, and other tasks assigned by the Mayor. In carrying out the administration population affairs, the Population and Civil Registration Agency of Ambon City has the following obligations:

- 1) Providing non-discriminatory and professional public services to everyone regarding the reporting of important population-related events.
- 2) Registering the population-related events and other important events.
- 3) Issuing population-related documents.
- 4) Documenting the results of population and civil registration.
- 5) Verifying and validating data and information submitted by the public in the population and civil registration.

The implementation of population administration tasks in the Population and Civil Registration Agency of Ambon City is technically not fully effective in accordance with the duties and responsibilities that must be done by the bureaucracy (subordinates). It also shows that the problem is closely related to the ineffectiveness of the leader in performing the tasks as an organizational manager. In this case, the leader has not fully been able to realize the process of performing tasks based on their provision and to coordinate and mobilize the subordinates adequately to achieve the expected goal, which is to provide high-quality public service.

Thus, effective leadership should be implemented based on established rules through which the head of the Population and Civil Registration Agency of Ambon City guides and directs subordinates to always adhere to the basic tasks that are carried out in accordance with the rules of the organization. However, the problem is that bureaucratic leadership becomes ineffective because the civil servants only do what is expected of them so that they work ineffectively or simply by meeting the minimum target. Moreover, they lose interest in their work and coworkers and are difficult to change their work habits, especially if the work is no longer beneficial. Civil servants experience boredom for performing unattractive work routine. In addition, the procedure of implementing the tasks with strict control and supervision can demoralize them and eliminate the ability of the organization to act quickly if the environment changes rapidly". (Based on the Observation in the Population and Civil Registration Agency of Ambon City, 2017)

This condition desperately needs a leader who is able to guide and direct his subordinates effectively in the service bureaucracy and who is able to overcome any organizational problems by considering factors supporting and inhibiting the effectiveness of the leadership in mobilizing the bureaucracy. Bureaucratic leadership is an important phenomenon to be explored further in order to interpret and describe the true phenomena behind this phenomenon which includes factors supporting and inhibiting bureaucratic leadership that become the focus of this study. Therefore, this study aims to reveal factors supporting and inhibiting bureaucratic leadership in the Population and Civil Registration Agency of Ambon City with the support of adaptive method in solving this research problem.

II. LITERATURE REVIEW

Concept and Theory of Leadership Effectiveness

The concept of effective leadership is crucial in the current global leadership process. As Punnett (2004) points out that "leadership is a key component of all organizations but its function and capacity are getting more complicated with increased involvement in globalization and technology development". It is important for those who understand the leadership urgency and leadership expectations to develop and sustain leadership strategies for long-term change (Ulrich & Smallwood, 2012). Effective leadership is the key to managing the mystery of working with diverse personnel and bringing organizational development and change to the next level (Chuang, 2013).

According to Sharma (2010), leadership effectiveness is considered to have a great influence on the success of an organization. Without leadership, organizations will move too slowly, be stagnant, and lose direction. Leadership is crucial in the successful implementation of decisions. An effective leader can lead his organization to success. Conversely, an ineffective leader can undermine the success of the organization he leads. Dewi (2009) argues that there are four developed model components which are the supporting and

inhibiting factors of leadership effectiveness, which become the consideration and the benchmark in realizing effective leadership, namely: (a) Motives and traits, referring to the desires that encourage a person to act. There are several motives that must be owned by a successful leader, namely: ambition, working time, persistence and working initiative, and a way to use power. (b) Knowledge, skills and abilities. A leader has knowledge and information about the organization in order to lead the organization to success. (c) Vision of a leader. Vision guides the organization to welcome the future. (d) Implementation of the established vision. When vision has been created, it becomes the responsibility of the leader to formulate strategic vision and conceptualize and evaluate the vision.

The four developed model components which are the supporting and inhibiting factors of leadership effectiveness, which become the consideration and the benchmark in realizing the effective leadership, are described conceptually as follows:

Motives and Traits

Zbierowiskia & Gora (2014) argues that leadership is a mixture of some special traits and characteristics that an individual possesses. This set of characteristics allows a leader to encourage subordinates to complete their tasks. Motives and traits of leadership are linked to a set of leadership approaches as behaviors or actions that a leader does to bring about change in a group. Mishra and Mishra (2011) considered that a good leader must first have trust. Trust is important because it allows groups and individuals to manage interdependence more easily by virtually eliminating the need for formal agreements and contracts. Trust helps manage complexity and reduce uncertainty. Furthermore, trust allows for highly flexible work arrangements that encourage innovation and risk taking. Meanwhile, motives of leadership are focused on innovative behaviors.

Knowledge, Skills and Abilities

Effective leadership utilizes knowledge as an important source for organizations working in a dynamically competitive environment. In any organization, leaders who have the power to incite and influence knowledge creation activities are in a natural uniqueness related to their ability to play a central role in the process of knowledge creation (Kumar, Jain, and Tiwary, 2013). Knowledge is needed to accommodate the changes caused by technology in scientific life. Knowledge is represented as the ability to utilize technology to perform leadership tasks and duties that increase organizational productivity by conducting follow-up and by monitoring every activity in both large and small organizations. Being skilled and directed in the use of technology aims to save business, time and money for higher management to achieve organizational goals (Albidewi, 2014).

Studies show that certain leaders' knowledge, skills and abilities are positively related to the successful implementation of change, including the ability of leaders to train, communicate, motivate, engage others, build teams, and appreciate (Conner, 1992; Gill, 2003; Gilley, 2005; Sims, 2002; Ulrich, 1998). A leader's knowledge, skills and abilities can improve construction productivity, which results in effectiveness, satisfaction, and extra effort (Zakaria, Mohamed, and Hashim, 2015). If there is no such leader, an organization will become ineffective and will not make effective changes (Khan & Ahmad, 2012).

Vision of a Leader

Effective leaders have a vision for the future, which is realistic, credible, and interesting. It is an articulation of purpose that relates to a more important, better, and more successful or more desirable way than today. Vision refers to the picture of the future with some implicit or explicit comments as to why one should try to create that future. The core characteristic of all effective leaders is the ability to have a vision of their purpose and to articulate it clearly to their potential followers so they can understand their personal role in achieving that vision. Vision is an inherent communicative action based on current reality and related to a future that is substantially different from the present day (Douglas, Burtis, & Pond-Burtis, 2001). Thus, effective leaders must realize the organization's vision for the future to meet the desired expectations. Leaders are also expected to have ability to manage personnel, budget, inventory and operation, be efficient with time, records, and reports, evaluate personnel, and deal with small issues effectively (Archbald, 2013).

Implementation of Vision

Many leaders begin with a personal vision that they realize will eventually be implemented by others in the organization. In assessing the leader's vision, subordinates will find the advantages and disadvantages of this personal vision and will create collaborative development of shared vision. The advantages possessed by a leader who has a personal or "ready-to-use" vision is the clarity, coherence, and potential for rapid implementation. The disadvantage of this 'ready-to-use' vision is that leaders are expected to achieve the vision themselves and that there is resistance to this type of vision from the beginning. Leaders who develop a shared vision state that the time invested to collaborate and develop such a vision fosters shared responsibility and

requires readiness to adapt the context of their organization. If an organization's leader only knows how to manage, but does not know how to adjust and change, organizational performance can suffer when challenges arise. With poor leadership and no vision of improvement, change will not make a profit and even make things worse. While organizations in this circumstance generally persist, they may turn to chronic underachievement and will operate under their potential (Archbald, 2013).

Concept and Theory of Bureaucratic Leadership

According to Max Weber (1946), bureaucratic apparatus must implement bureaucratic principles consistently. He views bureaucracy as an instrument of power to achieve social goals with legal and rational approaches to the use of power. The legal aspect is based on an ideal basis, and governmental provisions are based on laws and rational grounds. Bureaucratic leadership is a leadership model that uses its bureaucratic principles in influencing its subordinates. Characteristics of bureaucratic leadership include:

1. The existence of a supreme leader as the highest power holder. The highest power holder is the official responsible for the overall functions, tasks, and activities of an organization in achieving the goals of the organization.
2. Bureaucratic leadership is implemented in accordance with the provisions in the constitution, the law and all its implementation regulations.
3. Since tasks and duties are numerous, a system of power delegation is organized in the form of a hierarchical organizational structure, for example, echelon I, echelon II, echelon III and so on, which have specific tasks and duties. The lower echelon officers perform some of the tasks and duties of the bureaucrat above them (through the delegation of power and authority), and are accountable to their superior.
4. Every bureaucrat is obliged and must discipline to carry out every task assigned to him. In performing their duties, bureaucrats are required to comply with the rules and procedures of work, and to behave according to the code of conduct set by the organization.

Max Weber puts forward the following six principles of ideal bureaucracy: 1) Division of work based on functional specialization, 2) Hierarchy of authority. Organizations or social systems are organized in the form of pyramid-shaped hierarchy of authority. (3) Regulatory system. (4) System procedure that governs the process of performing tasks. (5) Impersonality of interpersonal relationships. (6) Selection and promotion based on technical competence in performing duties and obligations.

According to Max Weber (1946), bureaucratic apparatus must implement bureaucratic principles consistently. He views bureaucracy as an instrument of power to achieve social goals with legal and rational approaches to the use of power. The legal aspect is based on an ideal basis, and governmental provisions are based on laws and rational grounds. This emphasizes the basic reinforcement of rational bureaucratic approaches in government and public services driven by effective bureaucratic leadership. Wirawan (2014: 206) argues that bureaucratic leadership is effective if: 1) Employees carry out their duties continuously on a regular basis. 2) Employees understand the rules, standards and procedures of performing their tasks. 3) Employees work with dangerous and complex equipment that require a procedure to operate it. 4) The organization performs its duties in a vast territory with thousands of employees. 5) Training, safety, and security are implemented well. 6) Employees perform tasks that require them to handle cash. 7) Organizational resources are available: man, money, material, machine, and method to perform the functions, tasks and activities of the organization. On the other hand, bureaucratic leadership is not effective if: 1) Employees only do what is expected of them so that they work ineffectively or simply by meeting the minimum target. 2) Employees lose interest in their work and coworkers. 3) Work habits are difficult to change, especially if the work is no longer beneficial. 5) Employees experience boredom for carrying out unattractive work routine. 6) Procedure of implementing the tasks with strict control and supervision demoralizes employees and eliminates the ability of the organization to act quickly if the environment changes rapidly.

III. RESEARCH METHOD

This study is a quantitative descriptive study, with a sample size of 30 participants. The data of this study are classified into primary and secondary data. The data were collected in three ways, namely: (1) conducting observation and recording the observation results in accordance with the facts, (2) conducting specific and limited interviews, (3) distributing questionnaires and collecting the results from the respondents related to the supporting and inhibiting factors of the effectiveness of leadership bureaucracy. The data was analyzed using quantitative descriptive analysis with interpretation criteria of percentage score (Riduwan, 2003: 41) and with assessment category to find out the size of respondents' support and the value obtained in determining choice and making final decision based on Average Achievement (AA) and value/index to set priority that shows the suitability of the selected objects/subjects using sociometric calculation, namely the Choice Status Index (CSI) calculation (Nazir, 2003: 369).

IV. RESEARCH RESULT

The four developed model components in the effectiveness of bureaucratic leadership in the Population and Civil Registration Agency of Ambon City are the supporting and inhibiting factors of leadership effectiveness that become the consideration and the benchmark in realizing effective leadership. These include: Motives and traits, Knowledge, skills and abilities, leader's Vision, and Implementation of the established vision.

The Leader's Motives and Traits

Motives and traits can be interpreted as desires that drive a person to action. There are several motives that must be owned by a successful leader, namely: ambition, working time, persistence and working initiative, and a way to use power. From the results of this study calculated in percentage from 30 respondents' responses on the leader's motives and traits, the percentage values obtained are as follows:

- 1) The leader encouraging employees' ambition in carrying out the tasks of public service received positive support from the respondents' responses of 77%.
- 2) The leader encouraging employees to utilize time properly in carrying out the tasks of public service received positive support from the respondents' responses of 83%.
- 3) The leader encouraging employees to be persistent in carrying out the tasks of public service obtained positive support from the respondents' responses of 90%.
- 4) The leader encouraging employees to take the initiative in carrying out the tasks of public service got positive support from the respondents' responses of 87%.
- 5) The leader controlling the authority given to employees in carrying out the tasks of public service received positive support from the respondents' responses of 93%.

The results showed that the leader's motives and traits in encouraging and controlling employees in terms of ambition, working time, persistence and working initiative, as well as the use of power in carrying out the tasks of public service run well in the public service bureaucracy in the Population and Civil Registration Agency of Ambon City.

The Leader's Knowledge, Skills and Abilities

Ideally, a leader must have extensive knowledge and information about organization in order to bring his organization to success. From the results of this study calculated in percentage from 30 respondents' responses on the leader's knowledge, skills and abilities, the percentage values obtained are as follows:

- 1) The leader having knowledge about the implementation of public service tasks received positive support from the respondents' responses of 75%.
- 2) The leader transforming knowledge about the implementation of public service tasks to employees obtained positive support from the respondents' responses of 81%.
- 3) Employees having knowledge about the implementation of public service tasks received positive support from the respondents' responses of 77%.
- 4) The leader having skills about the implementation of public service tasks received positive support from the respondents' responses of 79%.
- 5) The leader transforming skills about the implementation of public service tasks to employees received positive support from the respondents' responses of 84%.
- 6) Employees having skills about the implementation of public service tasks received positive support from the respondents' responses of 73%.
- 7) Employees continuing to hone their skills in the implementation of public service tasks received positive support from the respondents' responses of 71% of.
- 8) Employees manifesting their skills in carrying out public service tasks received positive support from the respondents' responses of 76%.
- 9) The leader having the ability to implement public service tasks transformed to employees received positive support from the respondents' responses of 80%.
- 10) Employees having the ability to carry out public service tasks received positive support from the respondents' responses of 72%.

The results revealed that the leader possesses extensive knowledge, skills and abilities of organization and transforms them well to the employees in performing public service tasks in the public service bureaucracy in the Population and Civil Registration Agency of Ambon City.

The Leader's Vision

It is expressly stated that vision is the breath and feeling for the members of an organization that make their life and work intertwine and move towards the goals that have been formally agreed upon. It is this vision that guides the organization to welcome the future so that in the long term there is no need to change or replace

it. From the results of this study calculated in percentage from 30 respondents' responses on the leader's vision, the percentage values obtained are as follows:

- 1) The leader having the vision of his organization that supports the achievement of public service goals received positive support from the respondents' responses of 77%.
- 2) The leader communicating the vision of the organization to employees to carry out the tasks of public service received positive support from the respondents' responses of 72%.
- 3) Employees understanding the vision of the organization in achieving public service goals received positive support from the respondents' responses of 75%.

The results showed that the leader has the vision of the organization and is able to communicate it to subordinates to be understood in performing public service tasks. The leader and subordinates jointly realize and implement the vision of the organization in achieving public service goals well in the public service bureaucracy in the Population and Civil Registration Agency of Ambon City.

The Implementation of the Leader's Vision

Setelah visi tercipta, maka merupakan tanggung jawab pemimpin untuk merumuskan visi strategik serta pengonseptualisasian dan pengevaluasian visi. Hal tersebut menunjukkan bahwa organisasi berkomitmen didalam pemenuhan tujuan organisasi. From the results of this study calculated in percentage from 30 respondents' responses on the implementation of the leader's vision, the percentage values obtained are as follows:

- 1) The leader able to encourage employees in implementing the vision in the organization about public service received positive support from the respondents' responses of 80%.
- 2) Employees carrying out the vision in the organization about public service received positive support from the respondents' responses of 76%.
- 3) The leader evaluating the achievement of vision in the organization about public service received positive support from the respondents' responses of 79%.

The results revealed that the leader is able to encourage employees in implementing the vision in public service and evaluate the achievement of the vision in the organization well in the public service bureaucracy in the Population and Civil Registration Agency of Ambon City.

Assessment and Decision Making in Setting the Priorities of Supporting and Inhibiting Factors of the Effectiveness of Bureaucratic Leadership

Assessment of the effectiveness of bureaucratic leadership is crucial in decision making from a scientific point of view that becomes the focus of consideration in setting particular priorities of choice in accordance with predetermined standards as a fixed decision and the basis for interpretation of the study results that are objectively described focusing on supporting and inhibiting factors of the effectiveness of bureaucratic leadership. Thus, assessment and decision making were performed in setting priorities for strengthening the effectiveness of bureaucratic leadership using Average Achievement (AA) and Sosiometric calculation of the Choice Status Index (CSI) as presented in the matrix below:

Table 1. Matrix of Assessment and Decision Making in Setting Priorities

The Setting of Priorities of Supporting and Inhibiting Factors of the Effectiveness of Bureaucratic Leadership				
The Leaders's Motives and Traits				
AA	Assessment	Decision	CSI	Priority
86%	Very Strong	Maintainable	2.96	I
The Leader's Knowledge, Skills and Abilities				
AA	Assessment	Decision	CSI	Priority
77.%	Strong	Improvable	2.65	III
The Leader's Vision				
AA	Assessment	Decision	CSI	Priority
75%	Strong	Improvable	2.58	IV
The Implementation of the Leader's Vision				
AA	Assessment	Decision	CSI	Priority
78%	Strong	Improvable	2.68	II

The assessment and decision making in accordance with the above matrix are presented in detail as follows:

- 1) The supporting and inhibiting factors of bureaucratic leadership effectiveness regarding the leader's motives and traits with AA of 86% are considered very strong, and with CSI of 2.96 as the priority I are maintained as the final decision.

- 2) The supporting and inhibiting factors of bureaucratic leadership effectiveness regarding the leader's knowledge, skills and abilities with AA of 77% are considered strong, and with CSI of 2.65 as the priority III can be improved as the final decision.
- 3) The supporting and inhibiting factors of bureaucratic leadership effectiveness regarding the leader's vision with AA of 75% are considered strong, and with CSI of 2.58 as the priority IV can be improved as the final decision.
- 4) The supporting and inhibiting factors of bureaucratic leadership effectiveness regarding the implementation of the leader's vision with AA of 78% are considered strong, and with CSI of 2.68 as the priority II can be improved as the final decision.

From the results of the assessment and decision making in setting priority either to maintain or enhance the effectiveness of bureaucratic leadership determined by the supporting and inhibiting factors of the effectiveness of bureaucratic leadership, the values of AA and CSI are in line with priority setting opportunities. However, they are determined on the basis of a single assessment (monivariate evaluation) based on the values of CSI as a basis for decision making in setting priority of the supporting and inhibiting factors of the effectiveness of bureaucratic leadership in the Population and Civil Registration Agency of Ambon City.

V. DISCUSSION

Dynamic public organizations in the existence and accessibility of any of their operational activities related to public service will bring changes to achieve development and progress through effective bureaucratic leadership in mobilizing human resources and managing the existing resources optimally in order to achieve maximum public service goals. Encouraging the bureaucracy of public organizations can not be separated from the effectiveness of bureaucratic leadership in establishing effective and efficient public service.

The effectiveness of bureaucratic leadership is absolutely done by taking into account the factors supporting and inhibiting the effectiveness of bureaucratic leadership by prioritizing and relying on the leader's motives and traits, knowledge, skills, and abilities, vision and its implementation that must be executed by considering the rationality and the logic of its process within the scope of the public organization. From the results of the assessment and decision making in setting the priority of the effectiveness of bureaucratic leadership whether to be maintained or to be improved according to Average Achievement (AA) based on Choice Status Index (CSI), the effectiveness of bureaucratic leadership in the Population and Civil Registration Agency of Ambon City has been running well, especially the leader's motives and traits that fall within the very strong category of percentage value (AA of 86% and CSI of 2.96). Being in the very strong category of percentage value means that: a) the leader is able to encourage employees' ambition in carrying out the tasks of public service; b) the leader is able to encourage employees to utilize time properly in carrying out the tasks of public service; c) the leader is able to encourage employees to be persistent in carrying out the tasks of public service; d) the leader is able to encourage employees to take the initiative in performing public service tasks; and e) the leader is able to control the authority given to employees in carrying out the tasks of public service.

Meanwhile, the leader's knowledge, skills and abilities are in the strong category of percentage value (AA of 77% and CSI of 2.65) and at the same time ensure that: a) the leader has knowledge of the implementation of public service tasks; b) the leader is able to transform knowledge about the implementation of public service tasks to employees; c) employees have knowledge of the implementation of public service tasks; d) the leader has skills about the implementation of public service tasks; e) the leader is able to transform skills about the implementation of public service tasks to employees; f) employees have skills about the implementation of public service tasks; g) employees continue to hone their skills in the implementation of public service tasks; h) employees are able to manifest their skills in carrying out the tasks of public service; i) the leader has the ability to implement public service tasks transformed to employees; and j) employees are able to manifest their ability to carry out the tasks of public service.

The vision of the leader and its implementation are also in the strong category of percentage value where the leadership vision has AA of 75% and CSI of 2.58, and the implementation of the vision has AA of 78% and CSI of 2.68. This percentage of the leader's vision that is in the strong category proves that: a) the leader has an organizational vision that supports the achievement of public service goals; b) the leader is able to communicate the vision of the organization to the employees to perform the tasks of public service; and c) employees understand the vision of the organization in achieving public service goals. In addition, a category strong percentage of the implementation of the leader's vision indicates that: a) the leader is able to encourage employees to implement the organization's vision of public service; b) employees are able to implement the organization's vision of public service; c) the leader is able to evaluate the achievements of the organization's vision of public service.

Furthermore, in terms of the accumulation of the values, the supporting and inhibiting factors of bureaucratic leadership effectiveness got a mean percentage of average achievement (AA) of 79% and a choice status index (CSI) of 10.87. It is clear that the higher the AA value of the supporting and inhibiting factors of the

effectiveness of bureaucratic leadership is, the higher the value of CSI will be to make decisions in setting priority whether to maintain or improve them maximally in realizing the effectiveness of bureaucratic leadership in the Population and Civil Registration Agency of Ambon City.

With the percentage value of 79%, the realization of the effectiveness of bureaucratic leadership in the Population and Civil Registration Agency of Ambon City was categorized as strong by considering the factors supporting and inhibiting the effectiveness of bureaucracy. In this case, the value of the choice status index (CSI) of 10.87 proves that the assessment and decision making to whether maintain or improve the effectiveness of bureaucratic leadership is a priority choice in establishing the existence and accessibility of effective and efficient bureaucratic services in the Population and Civil Registration Agency of Ambon City.

VI. CONCLUSION

The factors supporting and inhibiting the effectiveness of bureaucratic leadership that include the leader's motives and traits, knowledge, skills and abilities, vision and its implementation greatly determine the effectiveness of bureaucratic leadership in the Population and Civil Registration Agency of Ambon City. The effectiveness of bureaucratic leadership with the percentage of the supporting and inhibiting factors in the category strong proves that the leader's motives and traits, knowledge, skills and abilities, vision and its implementation affect the effectiveness of bureaucratic leadership in the Population and Civil Registration Agency of Ambon City. Thus, the realization of the effectiveness of bureaucratic leadership in the Population and Civil Registration Agency of Ambon City which is in a strong category in considering the supporting and inhibiting factors of the effectiveness of bureaucratic leadership includes: (1) the leader's motives and traits can be maintained in bureaucratic service as the priority I (First); (2) the leader's knowledge, skills and abilities can be improved in bureaucratic service as the priority III (third); (3) the leader's vision can be improved in bureaucratic service as the priority IV (Fourth), and (4) the implementation of the leader's vision can be improved in bureaucratic service as the priority II (second). The findings of this study are based on the mean percentage of the average achievement (AA) of 79% and the total value of the Choice Status Index (CSI) of 10.87, which imply the effectiveness of bureaucratic leadership in the Population and Civil Registration Agency of Ambon City in maximizing the public service.

REFERENCES

- [1]. Albidewi Ibrahim, 2014, E-Leadership System: A Futuristic Vision, Information Systems Department, College of Computers and Information Technology, King Abdul-Aziz University, P.O. Box 80200, Jeddah 21589, Kingdom of Saudi Arabia: *International Journal of Business and Management Review* Vol. 2, No. 2, pp. 91-101, June 2014 Published by European Centre for Research Training and Development UK (www.ea-journals.org) 92.
- [2]. Archbald Douglas, 2013, Vision and Leadership: Problem-based Learning as a Teaching Tool. Associate Professor 103 Willard Hall Newark, DE 19716 archbald@udel.edu 302-831-6208: *Journal of Leadership Education* Volume 12, Issue 2 – Summer 2013.
- [3]. Bt Zakaria Intan Bayani, Bin Mohamed, Mohamad Redhua, Bt Ahzahar Nadira and Bt Hashim Siti Zubaidah, 2015, Department of Building Surveying, Faculty of Architecture, Planning & Surveying, Universiti Teknologi MARA (Perak), Seri Iskandar, Perak: *International Academic Research Journal of Social Science* 1(2) 2015 Page 89-94.
- [4]. Chuang, Szu-Fang 2013, Essential Skills For Leadership Effectiveness In Diverse Workplace Development, Fooyin University: *Online Journal for Workforce Education and Development* Volume 6 Issue 1 – Spring 2013.
- [5]. Dewi, I Gusti Ayu Manuati. 2009. Model Kepemimpinan Efektif. Denpasar: Piramida Vol V No.1.
- [6]. Douglas, A., Burtis, J. O., & Pond-Burtis, L. K. (2001). Myth and Leadership Vision: Rhetorical Manifestations of Cultural Force. *Journal of Leadership & Organizational Studies*, 7(4), 55-69
- [7]. Khan Amir dan Ahmad Wisal, 2012, "Leader's Interpersonal Skills and Its Effectiveness at different Levels of Management" Institute of Management Science Kohat University of Science & Technology Bannu Road off Jerma, Kohat, KPK Pakistan: *International Journal of Business and Social Science* Vol. 3 No. 4 [Special Issue - February 2012].
- [8]. Kumar Kunal Kamal, Jain Kamal Kishore, dan Tiwary Rajiv Ranjan, Leadership Activities And Their Impact On Creating Knowledgein Organizations, T. A. Pai Management Institute(TAPMI), India, Institute of Management (IIM) Indore, IBM India Private Limited, India: *International Journal of Leadership Studies*, Vol. 8, Iss. 1, 2013.© 2013 Regent University School of Business & Leadership ISSN 1554-3145.
- [9]. Lembaga Administrasi Negara. 2007. Modul 1. Paradigma Kebijakan Pelayanan Publik di Era Otonomi Daerah. Diklat Teknis Pelayanan Publik, Akuntabilitas, dan Pengelolaan Mutu (Public Service Delivery, Accountability, and Quality Management). Eselon 4. Jakarta: LAN.

- [10]. Mishra, A.K., Mishra, K.E. (2012), "Positive Organizational Scholarship And Trust In Leaders", in: Cameron, K.S., Spreitzer, G.M. (Eds.), *The Oxford handbook of positive or-ganizational scholarship*, Oxford University Press, Oxford/New York, pp. 449 – 461.
- [11]. Nasir, Moh, 2003. *Metode Penelitian*, Jakarta : Ghalia.
- [12]. Punnett, B. J. (2004). *International perspectives on organizational behavior and human resource management*. New York, NY: M.E. Sharpe.
- [13]. Riduwan, 2003. *Dasar-Dasar Statistika*, Bandung : Alfabeta.
- [14]. Sharma Prakash, Jai and Bajpai, Naval. 2010. *Effective Leadership and its Linearr Dependence on Job Satisfaction: A Comparative Study in Public and Private Organization in India*, Gwalior (m.p) India. *Research Journal of International Studies*.
- [15]. Tangkilisan H.N.S. 2007. *Manajemen Publik*. Jakarta: Grafindo.
- [16]. Ulrich, D., & Smallwood, N. (2012). What is leadership?. In W. H. Mobley, Ying Wang, Ming Li (ed.) *Advances in Global Leadership (Advances in Global Leadership, Volume 7)*, Emerald Group Publishing Limited, pp.9-36. doi:10.1108/S1535-1203(2012)0000007005.
- [17]. Wirawan. 2014. *Kepemimpinan: Teori, Psikologi, Perilaku Organisasi, Aplikasi dan Penelitian*. Jakarta: Cetakan ke 2, PT Raja Grafindo Persada.
- [18]. Zbierowskia Przemysław & Góra Katarzyna, 2014, *Positive Leadership: Its Nature , Antecedents And Consequences*, University of Economics in Katowice, Katowice, Poland, e-mail: przemyslaw.zbierowski@ue.katowice.plb University of Economics in Katowice, Katowice, Poland, e-mail: kasia.gora89@gmail.com: *Journal of Positive Management* Vol.5 No 1, 2014.

IOSR Journal of Humanities and Social Science (IOSR-JHSS) is UGC approved Journal with Sl. No. 5070, Journal no. 49323.

Petronela Sahetapy "Supporting and Inhibiting Factors of the Effectiveness of Bureaucratic Leadership in the Population and Civil Registration Agency of Ambon." *IOSR Journal Of Humanities And Social Science (IOSR-JHSS)*. vol. 23 no. 08, 2018, pp. 07-15.