

THE ROLE OF THE LEADER IN IMPROVING THE ORGANIZATION PERFORMANCE OF THE INVESTMENT OFFICE AND ONE-STOP INTEGRATED SERVICES IN SUKABUMI CITY

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ABSTRACT

A success fluency in an organization is largely determined by individual performance and organizational performance in achieving the goals of the organization. This is where the role of the leader is very important and much needed, leadership led by a reliable leader will help build the organization or agency he leads. To find out the role of the leader in the The Investment Office And One-Stop Integrated Services In Sukabumi City, researchers used the theory of Henry Mintzberg who argued that there were three main roles played by every leader regardless of the hierarchical location, namely The Interpersonal Role, The Informational Role, and The Decisional Role. The research method used is a qualitative research method, data collection techniques used include observation, interviews, and documentation. The results of the research show that each role fulfills the criteria of being e leader, capable of playing a role in directing and motivating employees, capable of playing a role in providing information and being a source of information, and capable of playing in important role in terms of decision making.

Keywords: *Leader, Role, Performance*

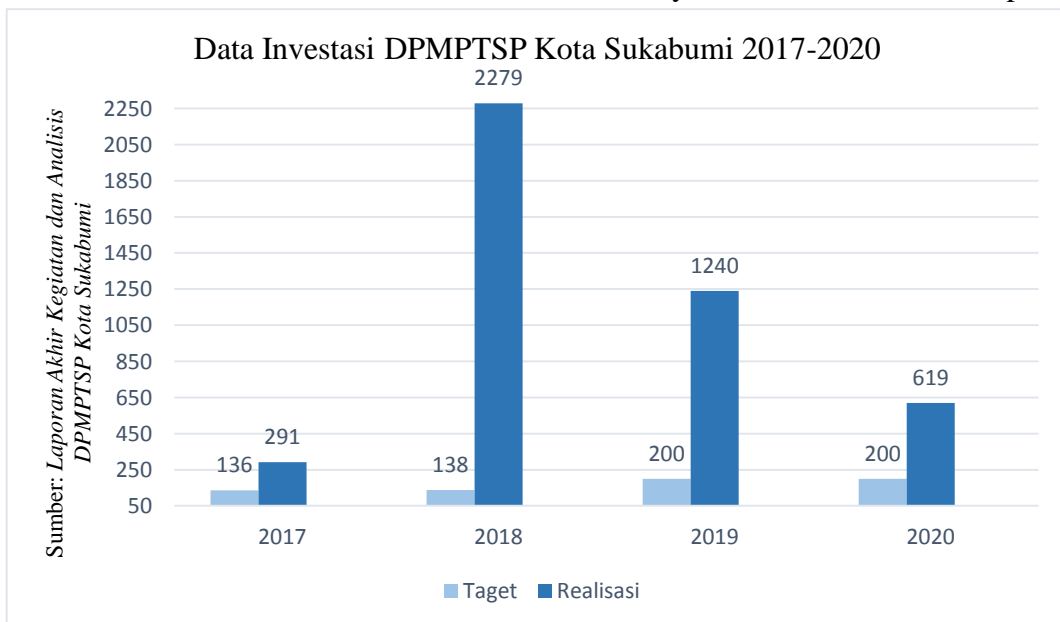
A. INTRODUCTION

Leadership is a trait in someone who has advantages in a field so that it can influence other people to jointly carry out several jobs with the same goal. Good behavior applied in leadership can create a comfortable working atmosphere and be able to motivate subordinates to work better. A leader with all of his leadership criteria usually has a vision and mission which is then voiced to his group so as to turn the vision and mission into the group's vision and mission. Therefore leadership has an important role as a dynamic force that encourages, motivates,

and coordinates the organization in achieving the goals that have been set. A success and fluency in an organization is largely determined by individual performance and organizational performance in achieving the goals of the organization. This is where the role of the leader is very important and much needed, leadership led by a reliable leader will help build the organization or agency he leads. Leaders who have good capabilities in carrying out their duties will be a supporting factor in the ongoing leadership process to create good performance.

The research locus was carried out at the Investment and One-Stop Services Office of Sukabumi City. From the articles I found, the office was often named the best government agency in various categories. The Investment Office And One-Stop Integrated Services In Sukabumi City Wins the Best Predicate in the Implementation of Public Services at the National Level (eljabar. 2021). The Investment Office And One-Stop Integrated Services In Sukabumi City Obtained the Highest Community Satisfaction Survey Score for Services in the Sukabumi City Government Environment in 2020 (Khrisna Dwipayana. 2021). The Investment Office And One-Stop Integrated Services In Sukabumi City Received the Best LAKIP Rating in the BB Category in 2019 (Khrisna Dwipayanan. 2020).

Chart 1. Investment data from the Sukabumi City Investment and One-Stop



Service Office 2017-2020

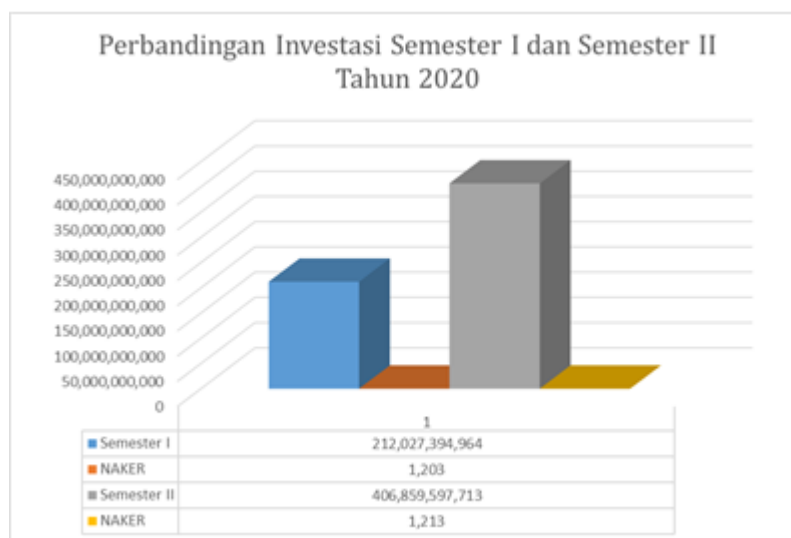
(Source: processed by researchers, 2021)

Judging from the data above, the investment achievements of Domestic Investment in 2017 reached 214% of the target. Investment and One-Stop Services Office of Sukabumi City. This shows that the coordination between leaders and workers in each field is running properly so as to create good performance achievements and even exceed the specified target achievements.

The targets for foreign investment and domestic investment in the 2018 and 2019 periods were achieved due to several reasons, including information on the potential and investment opportunities of the city of Sukabumi to the wider community. Creation of work partners for the government and business interaction with entrepreneurs/craftsmen, to establish cooperation. The Investment and One-Stop Services Office of Sukabumi City encourages and stimulates the entry of new investors into the region through investment fairs. (Source: LKIP 2019 DPMPTSP Sukabumi City).

Developments in the realization of investment in Domestic Investment in Sukabumi City during 2020, it turns out that in semester I the investment value is smaller when compared to the investment value in semester II, because in semester I especially local entrepreneurs do not apply for permits.

Image 1. Realization of PMDN investment value in 2020



(Source: Final Activity Report and Analysis, 2020)

From the graph above it can be seen that the achievement of the investment target for Domestic Investment in 2020 has exceeded the target set in the Regional Budget (APBD) by 100% of the predetermined target, namely Rp. 200.000,000,000. (Source: LKIP 2019 DPMPTSP Sukabumi City).

From some of the data that researchers have collected, it shows a high increase in performance even beyond the specified target. And this made researchers interested in conducting research at DPMPTSP of Sukabumi City to find out how leaders play a role in stabilizing and increasing performance. Therefore the researcher uses this as a background for positive phenomena to conduct research on the role of leaders in improving organizational performance at the Investment Service and One Stop Integrated Services in Sukabumi City so as to achieve relatively high achievements. Therefore the researcher uses this as a background for positive phenomena to conduct research on the role of leaders in improving organizational performance at the Investment Service and One Stop

Integrated Services in Sukabumi City so as to achieve relatively high achievements.

B. LITERATURE REVIEW

Role

Role is behavior that is regulated and expected of someone in a certain position, so that leaders in the organization have a role, every job brings expectations of how to bear the role of behavior (Rivai, 2014: 156). Meanwhile, according to Seokanto (2002: 243) role is a dynamic aspect of position (status), if a person exercises his rights and obligations according to his position, then he is carrying out a role. Role arises because a leader understands that he is not working alone, he has an environment where he needs to interact at any time (Thoha, 2019:10).

From some of the theories above, it can be said that the role is a form of behavior in carrying out its rights and obligations which shows its position in an environment in order to meet one's own needs and the needs of others.

According to Haryono (2015: 30-31) there are four assumptions underlying Role Theory, namely: (1) People define roles for themselves and others based on learning outcomes and reading their social environment (2) People will form expectations about what role they and others will play in carrying out activities in their social environment (3) People will naturally encourage others to act in the roles they expect (4) People will act in the roles they have successfully adopted from their environment.

Leader

According to Kartono (2020: 38) A leader is a person who has skills and strengths, especially skills in one area, so that he is able to influence other people to carry out certain activities together, for the achievement of one or several goals. So, a leader is someone who has one or several advantages as a predisposition (talent that is born from birth), is a necessity of one situation/age, so that he has the power and authority to direct and guide subordinates. He also gets recognition and support from his subordinates, and is able to move subordinates towards certain goals.

Leader Role

There are 3 (three) main roles played by every leader regardless of the location of the hierarchy, as stated by Henry Mintzberg (Thoha, 2019:12-19), the details of which are as follows:

Tabel 1. Three main roles played by every leader as stated by Henry Mintzberg 1973

Interpersonal Role	Informational Role	Decisional Role
Figurhead, The leader is the main symbol for the organization.	Monitor, as a recipient and collector of information in order to be able to develop a good understanding of the organization they lead.	Entrepreneur, the leader acts as the initiator and designer of the many controlled enterprises in the organization.
Leader, a leader who acts as a controller, giving orders, guiding and giving instructions and directions to its members.	Disseminator, this role involves the leader to handle the process of transmitting information into the organization he leads.	Disturbance handler, the leader acts as the person in charge of the organization when the organization is threatened with danger.
Liaison, the leader acts as a liaison between organizations or with certain groups outside the organization.	Spokeman, the role of the leader is to be able to convey information outside the organizational environment.	Resource allocator, leaders must be able to decide where the resources will be distributed to the parts of the organization.
		Negotiator, Leaders must actively participate in the negotiation arena.

(Source: Henry Mintzberg, 1973)

Performance

According to Wirawan (2009) in Adamy (2016: 91) performance is the output produced by the functions or indicators of a job or a profession in a certain time. Similarly, according to Mangkunegara (2005) in Huseno (2016: 87) means that employee performance (work achievement), is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

Meanwhile, according to Hasibuan (2008: 124) in Indrasari (2017: 51) explains that, performance comes from the word work achievement or achievement that is actually achieved by someone in the field of work. The definition of performance as a result of work in quality and quantity achieved by an employee in carrying out tasks in accordance with the job responsibilities given by the organization or company where a person works.

From the definition above it can be interpreted that performance as an action (verb) not as an event (noun). Performance is an action that consists of several elements and not the result in an instant. Performance is seen as a process, and managing performance is a continuous process that involves human resources to achieve the desired results.

C. METHOD

In this study using qualitative research methods with data collection techniques through observation, interviews and documentation. To determine the informants in this study using a non-probability sampling design with purposive sampling technique. Source triangulation and technical triangulation were carried out as a data validation effort, which was then carried out in the data analysis stage by means of data reduction, data presentation and drawing conclusions.

D. EXPLANATION

The results of this study as stated by Henry Mintzberg (1973) regarding the role of the leader argues that there are three main roles played by every leader regardless of the location of the hierarchy, namely as follows:

Interpersonal Role

According to Mintzberg, activities that are often used in this role include ceremonial activities in connection with the position attached to the manager or leader. These activities such as receiving invitations, attending ceremonies, and others that is ceremonial in nature. This interpersonal role inevitably has to be carried out by the manager or leader as a role.

The manager or leader is considered a symbol that is obliged to carry out a series of tasks where these tasks can be constant at any time, but sometimes are inspirational. Such as attending opening ceremonies or inauguration, in order to represent the organization he leads. At the Investment and One-Stop Services Office for the City of Sukabumi, leaders carry out their duties according to their main tasks and functions, especially in the basic roles that are carried out to continue to make them symbols in the organization or field they lead. As the results of the interviews that the researchers submitted to informant 2, namely the Head of the Licensing Services Division which is the field for processing the granting of permits to persons/legal entities to carry out business activities or non-business activities, that each field head conducts direction and motivation to the employees under him especially in terms of carrying out tasks that are not slowed down as much as possible.

This is in accordance with what the researchers saw during the observation, that directing and giving motivation is usually done during ceremonies every Monday starting at 7.30-8.00 in the morning. There the ceremonial supervisor who is usually led by the head of the Service will provide direction and provide motivation to all employees at the Sukabumi City One-Stop Investment and Integrated Services Service. But actually this direction and motivation is carried out at any time without the need for a specific event or meeting.

This proves that the interpersonal role of DPMPTSP leaders in Sukabumi City, which according to Henry Mintzberg, is that a leader must carry out

interpersonal relations with those who are led, such as performing basic functions including leading, motivating, developing, and controlling, is very good because it can be seen from the results of observations that researchers did before. The closeness between the leader and the led without prejudice to the position can be felt by researchers.

Organizations cannot stand alone, therefore leaders must carry out their roles in many ways related to a number of individuals or certain groups that are outside their organization. Several outside organizations working with the Sukabumi City Investment and One-Stop Service Office have certainly had a positive impact on developing organizational performance. Likewise with outside organizations that work directly with every field in the City of Sukabumi DPMPTSP, such as the Service and Licensing Sector that works with Micro, Small and Medium Enterprises (UMKM) and several organizations that contribute to society.

Outside organizations that cooperate with the Investment Sector such as the Regional Development Planning, Research and Development Agency (Bappeda), the Office of Industry, Trade, Cooperatives (Disperindagkop), Regional Secretariat, MSMEs, and several related entrepreneurs. And outside organizations working with the Information and Complaints Sector such as the Ministry of Communication and Informatics (Kominfo), and the Office of Public Works and Spatial Planning (PUPR).

Informational Role

The results of the interviews that the researchers submitted to informant 3, namely the Head of Information and Complaints who is the formulator and implementer of technical policies for the management and development of licensing information systems and handling complaints, that in leadership activities becomes an information center for the organization, as well as recipients and information gatherers, in order to be able to provide or develop a good understanding of the organization they lead and have a mature understanding of their environment. In this role leaders in every field in DPMPTSP who seek information are able to detect changes, identify existing problems and opportunities, to build knowledge about the environment, and know when information must be provided for decision-making purposes.

The Head of the Agency and the Head of the Division at the DPMPTSP of Sukabumi City also conveyed information from within to outside the organization's environment such as conducting outreach to the community and also conducting Development Planning Meetings at the sub-district level to increase understanding and education regarding investment, complaints and permits.

As was carried out for 3 days of technical guidance or socialization on 12-14 October 2021, what researchers got from articles uploaded on January 5 2022 on the official website of the Investment and One-Stop Services Office of Sukabumi City, that the Investment and One-Stop Services Office of Sukabumi City held a socialization event aimed at encouraging the Micro, Small and Medium Enterprises (UMKM) of Sukabumi City to continue to grow, and assist UMKM actors in using the Online Single Submission (OSS) facility in obtaining

permits. This activity is also a form of DPMPTSP support for the City of Sukabumi for efforts to form better and more professional UMKM.

Another way to expand the delivery of information from within to outside the organization's environment was also conveyed by informant 4, namely the head of the Investment Division who has the task of preparing formulation materials and implementing technical policies in the field of Investment, that the delivery of information from inside out can be through outreach, social media, or you can work with journalists to expose organizational activities, and you can also provide technical guidance, this is done so that information can be disseminated widely and can be easily accessed by the public.

This is evidenced by the existence of an official website from the Sukabumi City Investment and Integrated Services Service which contains information related to investment and licensing, activities held by the agency, as well as articles reporting on achievements and awards. obtained by DPMPTSP Sukabumi City from year to year. Not only websites, social media from DPMPTSP Sukabumi City such as Facebook, Twitter and Instagram also contribute to expanding the delivery of information and news, where all social media and websites are very easily accessed by the general public.

If it is associated with Henry Mintzberg's theory, namely the role of information sources, in the above case regarding information from inside to outside the organizational environment, this shows that the leader has fulfilled his criteria as a source of information, both from outside the environment into the organization and from within to outside the environment. organization and do community relations very well.

Decisional Role

Results of interviews with informant 1, namely the Secretary of the Investment and Integrated Services Office of Sukabumi City regarding how to structure decision-making if there are disturbances within the organization and try to make a strategy so that things can return to how they were before, the informant explained that some of the leadership's decisions were used collectively fully to think about the system of making the organizational strategy. Therefore, this role can be called the most important role, and this decision-making role is a role that must not be carried out. And based on what was conveyed by informant 3, namely the head of the Information and Complaints Division that in making decisions it will be democratic and not authoritarian, everyone can express their opinion because from that opinion conclusions can be drawn for decision making by the leader.

This can be felt by researchers directly during field observations, which at that time were being held non-official deliberations involving leaders and those being led. Even though it is unofficial, you can see an illustration of how a leader really listens to the opinions of his employees, which will later be considered for the final results or decisions to be made. Therefore, the results of the interviews are in accordance with what the researchers saw and felt in the field.

Decision making is inseparable from the nature of democracy, even though leaders are very influential in decision making, opinions from subordinates are needed to make it easier for leaders in the decision making process. Then the

researcher also asked informant 1, regarding decision making in the negotiation arena, the informant explained that negotiations would not harm one of the parties, then there was an explanation in advance regarding what would be negotiated and concluded a way out without harming one of the parties. As was conveyed by informant 2, namely the Head of Information and Complaints regarding the same matter, the informant also explained that to find a solution in negotiations is how to ensure that no party is dropped or harmed and is a win-win solution.

Furthermore, the researcher asked questions that were only asked to informant 1, regarding decision making in allocating funds, the informant explained that the allocation of funds that had been determined by the Budget Implementation Document (DPA) was maximized so that it really touched organizational goals. Because dividing funding sources is one of the decision-making processes, in which the leader must play a role in deciding where the funding sources will be distributed to parts of the organization, so does the leadership in the Sukabumi City One-Stop Investment and Integrated Services Service who must determine strategy and have a far-reaching and positive view so that the allocation of funding sources can be given as best as possible.

Based on the results of observations in the field, researchers can feel how the communication between leaders and those who are led is very close, the closeness between them is also well established. So that researchers can perceive that with close communication and closeness, there will be no fear of employees even in low positions to express opinions, because the leaders in DPMPTSP Sukabumi City highly uphold democracy, so that all voices can be heard, accommodated, considered until finally made a decision. Therefore, the results of interviews from several informants are in accordance with what is in the field, and have fulfilled the last of the 3 main roles as a leader put forward by Henry Mintzberg in 1973.

And the theory from Henry Mintzberg regarding the 3 main roles as a leader, if implemented and played well, a reliable leader will be created who can bring the organization to a higher level with lots of rewards. Like the leaders at the Sukabumi City Investment and One-Stop Integrated Services Service who have carried out their role as a leader as well as working with employees so that they are able to make their organization one of the best offices in Sukabumi City.

E. CONCLUSION

Based on the results of the research that the researcher has described regarding the Leader's Role in Improving Organizational Performance at the Investment and Integrated Services Service of the City of Sukabumi, it can be concluded that the role of each field head can fulfill the three main roles put forward by Henry Mintzberg in 1973. That is why performance every year the Capital Investment and Integrated Services Service of Sukabumi City always exceeds the set target, and is not absent from the various awards that are held every year, because close communication has been created between leaders and subordinates, as well as discipline and compliance with the main tasks and functions assigned has been set by the government.

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