

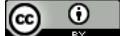
## The Leadership of The Sub-District Head At The Raren Batuah Sub-District Office, East Barito Regency

Arpandi<sup>1</sup>, Arif Budiman<sup>2</sup>, Ahmad Baihaqi<sup>3</sup>

<sup>1,2,3</sup>Amuntai College of Administrative Sciences, Indonesia



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### ABSTRACT

**Objective:** Leadership is a behavior with a specific purpose to influence the activities of group members to achieve common goals designed to provide individual or organizational benefits, so that in an organization leadership is a very important factor in determining the achievement of the goals set at the Raren Batuah District office, Barito Regency East, has the problem of the lack of accuracy of the sub-district head in giving the delegation of authority, the lack of leadership oversight of employees in terms of time discipline, the sub-district head is often not in place seen from the sub-district head who is rarely in the office environment. Based on this, this study aims to find out how the sub-district leadership is at the Raren Batuah District office, East Barito Regency and the factors that influence it. **Method:** This study used a qualitative approach with a qualitative descriptive type. Data collection techniques through interviews, observation/observation of literature studies and documentation. Sources of data were taken from informants using a purposive method, totaling 10 people. To test the credibility of the data using triangulation techniques and conducting member checks. **Results:** The results showed that the leadership of the sub-district head at the Raren Batuah sub-district office, East Barito district, was quite good. This is the sub-district head in his leadership in the sub-district, such as the Instruction Function in coordination and direction is quite good, the Consultation Function in coordination and decision-making is quite good, the Participation Function in the presence of meeting leaders and Cooperation is quite good, the Delegation Function in Delegation of authority is still not good, the control function in supervision and work discipline is still not good. Besides that, the factors that influence the leadership of the sub-district head at the Raren Batuah sub-district office are divided, namely driving factors such as decision-making, communication, and the presence of leaders in meetings which are quite good, while the inhibiting factors are the lack of supervision, the lack of firmness and discipline of the sub-district head and the inaccuracy of the sub-district head in providing delegation of authority so that the maximum service is lacking. **Novelty:** This study aims to find out how the sub-district leadership is at the Raren Batuah District office, East Barito Regency and the factors that influence it, especially related to delegation of authority, supervision, work discipline, and the presence of leaders in the office environment.

## INTRODUCTION

Background The life of an institution is related to this era of reform. Leaders are a necessary position whose participation is needed in social life so that the social group can function efficiently. Leadership is the main factor in improving employee performance. In addition, the leader also serves as the driving force for achieving goals and provides guidance and motivation to subordinates. Leadership is the process of influencing the activities of individuals and organized groups in efforts to set goals and achieve those goals. It is clear that leadership is a way for someone to achieve the intended goals.

Without a leader, it will be difficult to achieve these goals, as they will become uncoordinated and poorly controlled. Individuals and groups, resulting in low achievable performance. The goal of leadership is to achieve organizational objectives, while the goal of subordinates is to meet their living needs. This means there is a real difference between the goals of the leader and their subordinates, requiring a leadership style that can align these differences. Leaders can only succeed if they can strike a balance between the needs and goals of the organization. This can only be achieved thru the individual performance of the employes carrying out the work. Therefore, it can be said that the higher the organizational performance, the higher it will be. as well as the government in increasing its local revenue. That is what made the author interested in analyzing how tourism development strategies are. Law Number 23 of 2014 concerning Regional Government states that the regent/mayor, in carrying out general government affairs as referred to in paragraph (2) at the sub-district level, delegates the implementation to the sub-district head. Consequently, the sub-district government is required to have the ability to take initiative, make proposals, plan, implement, and supervise in order to achieve good government performance. Based on the 1945 Constitution and its amendments, as well as the Minister of Home Affairs Decree No. 158 of 2004 concerning guidelines for government organization in its working area, it is under and accountable to the Regent/Mayor.

As for the observed field phenomena, they are as follows:

1. The subdistrict head's lack of accuracy in delegating authority to employes, which results in employes being less than optimal in providing services to the community.
2. The lack of supervision by the leadership over employes in terms of work discipline. It can be seen that the average employe arrival time is late because the leader is not firm in giving directions or reprimands to subordinate employes, and this also hinders service to the public, causing them to wait for a long time.
3. The subdistrict head is often not present, as evidenced by the subdistrict head rarely being in the office. This can be seen from the complaints of people who come to the subdistrict office to find the subdistrict head directly to take care of important documents that cannot be represented, which wastes people's time and causes deep frustration (Source: Community).

Based on the above phenomena, the researcher is interested in conducting further research with the title "Leadership Of The Subdistrict Head At The Reren Batuah Subdistrict Office, East Barito District". Research Focus Based on the problems discussed previously, the researcher identifies the problems that occur and become the focus of research according to [1]:

1. Instruction
2. Consultation
3. Participation
4. Delegation
5. Control Problem Formulation The problem formulation in this research is:
  1. How is the Leadership of the Subdistrict Head at the Reren Batuah Subdistrict Office, East Barito District?

2. What factors influence the leadership of the Raren Batuah subdistrict head in East Barito Regency?

Research Objectives In accordance with the problem formulation to be discussed, the research objectives are:

1. To determine how the subdistrict head's leadership functions at the Raren Batuah subdistrict office, East Barito Regency.
2. To identify the factors influencing the Raren Batuah subdistrict office, East Barito Regency.

Research Benefits The benefits of this research are:

1. Theoretical Benefits The results of this research are expected to expand and broaden insights and knowledge in the study of public administration, specifically regarding subdistrict head leadership.
2. Practical Benefits The results of this research are expected to provide useful input for the Raren Batuah subdistrict head, East Barito Regency, in improving their leadership.

### Theoretical Basis

1. Definition of Leadership The term leadership comes from the English word "leadership," which is derived from the word "pimpin," meaning guidance or direction. From the word "leader" come the verbs "to lead," "to guide," and "to direct." Leadership is a field of research and also a practical skill that enables an individual or an organization to lead or guide others, teams, or the entire organization. According to [2], leadership is the activity of influencing the behavior of others, or the art of influencing human behavior, whether individually or in groups.

2. Leadership Functions Leadership will be effective if it is carried out according to its functions. In general, the function of leadership is directly related to the social situation and the life of each organization's group. This could suggest that every leader is both inside and outside the situation. Thus, an opportunity opens for leaders to realize the social situation that will be developed by their leadership.

According to [3], the functions of leadership are as follows: The leader as a direction setter, meaning that every bureaucracy, whether in the fields of state affairs, religion, politics, social issues, or other community bureaucracies, is created or formed as a vehicle to achieve specific goals, both long-term and short-term.

3. The Role of Leadership The role of leadership can occur both inside and outside the organization. Therefore, one of the strategic roles of a person in an organization, beside being a manager, is that of a leader. According to [4], a role is understood as a set of expected behavioral patterns related to a person's tasks in a position within a social unit.

4. Sub-district A sub-district is an administrative division of territory in Indonesia below the district/city level. A district is made up of villages or urban villages. Subdistrict or other name for the work area of the subdistrict head as a regional apparatus of the district/city (regional regulation of 2008 concerning subdistricts). The position of a sub-district is an area within a district/city that serves as a regional unit with specific functions, led by a sub-district head who derives authority from the district head/mayor in carrying out their duties regarding a portion of the local autonomous region.

5. Definition of District Head The District Head is the leadership of the district as a regional apparatus of the regency or city. The subdistrict head serves as the coordinator for government administration in the subdistrict area, reporting to and being responsible to the district head thru the district or city regional secretary.

6. The Role of the Sub-District Head The role of the sub-district head in government administration is more as a giver of meaning to government in the region, as stated in Article 126 of Law No. 23 of 2004 concerning Regional Government, which mentions the duties and functions of the sub-district head. Framework of That Based on Law No. 23 of 2014 concerning Regional Government, this study will discuss the Leadership of the Sub-District Head and the Factors Influencing the Leadership of the Sub-District Head at the Raren Batuah Sub-District Office, East Barito Regency. Based on the background and problem formulation presented by the researcher, this study on the Leadership of the Sub-District Head at the Raren Batuah Sub-District Office, East Barito Regency, will be conducted based on [1], [5], which is related to Instruction, Consultation, Participation, Delegation, and Control.

## RESEARCH METHOD

Research Approach In this study, the approach used is a qualitative one, meaning the data collected is not in the form of numbers, but rather comes from interview transcripts, field notes, personal documents, records, and other official documents. Research Type The research type used by the researcher in this study is descriptive research, which describes the Leadership of the Sub-District Head at the Raren Baatuah Sub-District Office, East Barito Regency.

### Data and Data Sources

1. Data A data source is anything that can provide information about the data. Qualitative data sources are divided into two types: primary data and secondary data.

a. Primary Data Primary data in this study is the main data obtained thru field observations and interviews with research informants regarding the Leadership of the Sub-District Head at the Raren Batuah Sub-District Office, East Barito Regency.

b. Secondary Data Secondary data in this study is data related to the Leadership of the Sub-District Head from books, journals, the internet, and previous research.

2. Data Source This research uses qualitative research techniques, also known as purposive or judgmental sampling. Purposive sampling is used in situations where an expert uses their judgment to select respondents with a specific purpose in mind. With purposive sampling, the researcher never knows if the selected respondents are representative of the population. This method is often used in Exploratory Research or in Field Research. Data Collection Techniques Data collection techniques are one of the important components in research. As for some data collection techniques in this study, they are:

1. Observation

2. Interview

3. Documentation Data Analysis Techniques According to [6], who stated that "Data analysis techniques are activities in qualitative data analysis carried out interactively and continuously until complete, so that the data is saturated."

There are three stages in qualitative research data analysis:

1. Data Reduction Analysis
2. Data Presentation Analysis
3. Conclusion/Verification Analysis

## RESULTS AND DISCUSSION

To determine the leadership of the Sub-district Head at the Raren Batuah Sub-district Office, East Barito Regency, it can be studied using research instruments such as [1], [7], [8], [9], [10], [11], [12], [13], [14], [15].leadership theory, which includes instruction, consultation, participation, delegation, and control.

### 1. Instructions

- a. Communication The leadership of the Sub-district Head at the Raren Batuah Sub-district office in East Barito Regency. The communication carried out by the sub-district head with their subordinates is quite good, as the sub-district head likes to communicate with subordinates directly or indirectly when in the office to maintain communication so that subordinates do not feel afraid to initiate communication with a friendly leader.
- b. Direction The leadership of the Sub-district Head at the Raren Batuah Sub-district office in East Barito Regency. The direction provided by the Sub-district Head is quite good, as the direction can be delivered thru direct meetings or WhatsApp media, such as meetings for directing the preparation of tasks and work for employes to further improve their performance.

### 2. Consultation

#### a. Coordination

The leadership of the District Head at the Raren Batuah District Office in East Barito Regency is quite good in terms of coordination between employes. Employes and superiors always coordinate first when solving problems, so if there are any issues, superiors and subordinates work together to resolve them by gathering each other's opinions.

#### b. Decision Making

The leadership of the District Head at the Raren Batuah District Office, East Barito Regency, shows that the decision-making process carried out by the District Head is quite good. Typically, the District Head listens to the aspirations of subordinates and adheres to laws and regulations to arrive at the best decisions.

### 3. Participation

- a. Attendance of the Leader at Meetings The leadership of the Sub-District Head at the Raren Batuah Sub-District Office, East Barito Regency, is quite good in terms of meeting attendance. If the Sub-District Head cannot attend, the secretary will represent them, and if there are no outside-office commitments, they will attend the meeting.

- b. Cooperation The leadership of the Sub-District Head at the Raren Batuah Sub-District Office, East Barito Regency, shows good cooperation between the Sub-District Head and

other employes. The Sub-District Head collaborates by communicating and asking subordinates about obstacles or shortcomings, then finding solutions together.

#### 4. Participation

Delegation of authority The leadership of the District Head at the Raren Batuah District Office in East Barito Regency, the delegation of authority is still not good enough. This can be seen when the public requests services, where the authorized officers do not provide satisfactory service to the public because they do not understand their duties.

#### 5. Control

#### 6. Supervision

**7. The leadership of the District Head at the Raren Batuah District Office**, East Barito Regency, is still lacking in the supervision of its employes. The District Head does not supervise or monitor employes every day, and only some rooms are supervised, resulting in continued violations by some employes.

**8. Work Discipline The District Head's leadership at the Raren Batuah District office in East Barito Regency**, the District Head's work discipline is still lacking. His home is far from the office, which sometimes makes him late for work, and his busy schedule outside of office hours means he is rarely at the office on time.

### CONCLUSION

**Fundamental Finding** : The leadership of the Sub-district Head at the Raren Batuah Sub-district Office, East Barito Regency, can be categorized as quite good, particularly in terms of communication, guidance, coordination, decision-making, participation in meetings, and cooperation, as interviews and field observations consistently show that the sub-district head communicates effectively both directly and indirectly, provides guidance to employees, coordinates tasks to avoid errors, makes unbiased decisions in accordance with laws and regulations, attends meetings when possible, and maintains cooperation through continuous communication and joint discussions. **Implication** : These leadership practices contribute positively to organizational harmony and task implementation, as subordinates feel comfortable initiating communication and participating in decision-making processes, which supports smoother administrative operations. **Limitation** : However, several leadership functions remain weak, particularly delegation, supervision, and work discipline, as the delegation of authority is not optimal due to employees' limited understanding of their duties, supervision is lacking because the sub-district head is often absent from the office, and work discipline is still low, reflected in frequent lateness and absenteeism that also affects employee discipline. **Future Research** : Factors hindering leadership effectiveness include insufficient supervision, lack of firmness and discipline, and inaccurate delegation of authority, while supporting factors consist of effective decision-making, good communication, and the leader's presence in meetings, which collectively shape the overall leadership performance at the Raren Batuah Sub-district Office.

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**\*Arpandi (Corresponding Author)**

Amuntai College of Administrative Sciences, Indonesia

Email: [drs.arpandi21@gmail.com](mailto:drs.arpandi21@gmail.com)

**Arif Budiman**

Amuntai College of Administrative Sciences, Indonesia

Email: [budiemanarief@gmail.com](mailto:budiemanarief@gmail.com)

**Ahmad Baihaqi**

Amuntai College of Administrative Sciences, Indonesia

Email: [ahamdbaihaqi.stia@gmail.com](mailto:ahamdbaihaqi.stia@gmail.com)

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