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Dynamics of political leadership and its impact on bureaucratic effectiveness

Hamka Hendra Noer

¹*Universitas Muhammadiyah Jakarta, Indonesia.*

(Email: hamka.hn@umj.ac.id)

Abstract

Political leadership is an important factor that can influence bureaucratic effectiveness. Strong and effective political leadership can encourage the bureaucracy to work better and achieve its goals. This research examines the factors that influence the dynamics of political leadership and their impact on bureaucratic effectiveness. This research uses qualitative methods, while the data collection technique is a literature study. The data that has been collected is then analyzed through three series, including data reduction, data presentation, and conclusion. The research results show that the factors that influence the dynamics of political leadership are changes in political regimes, political competition, and policy changes. Meanwhile, the impact on bureaucratic effectiveness is that it can bring in new and more competent political leaders, improving bureaucratic performance. Political competition can encourage political leaders to make various efforts to improve bureaucratic performance, and policy changes can encourage the bureaucracy to work more efficiently and effectively in accordance with new policies.

Keywords: Bureaucratic effectiveness, leadership, politics, impact.

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1. Introduction

Basically, leadership can be considered a part of power, but not vice versa. Leadership involves relationships between individuals who have the ability to influence and those who are influenced, as well as the skills to effectively use sources of influence [1]. In contrast to power, which includes various types of influence, leadership focuses more on the skill of using persuasion to influence followers. Moreover, the difference between power and leadership lies in the fact that leadership does not always use its influence for the mutual benefit of the leader and his followers.

The term politics in political leadership indicates that leadership takes place within the political superstructure (government institutions) and that it takes place within the political infrastructure (political parties and community organizations). Therefore, a political leader is also different from the head of a government institution because political leaders use more authority to influence their subordinates. In contrast to agency heads, who tend to use formal and impersonal

relationships to mobilize their subordinates, political leaders use more informal and personal relationships to mobilize their followers to achieve certain goals [2].

According to research conducted by Beer [3], there is a strong relationship between governance and leadership, where leaders sometimes act as opposition to the government. Thus, the role of political leadership is crucial in forming an ideological foundation, providing strategic direction, and providing moral guidance that can shape culture and values in the bureaucratic structure. Therefore, changes in political leadership can produce new dynamics in the implementation of bureaucratic tasks. Stable and consistent political leadership can provide clear and consistent direction for the bureaucracy. Conversely, frequent or inconsistent leadership changes can create uncertainty and challenges to bureaucratic effectiveness. According to Jong [4], leadership dynamics are another reason why political instability has a negative impact on economic growth because when political goals are not in line with bureaucratic tasks or drastic policy changes occur, it can hinder the bureaucracy's performance in achieving certain goals. Therefore, leadership dynamics are influenced by various complex factors.

Previous research by Hofstad [5], which examined health ambitions in all policies in Norway, especially the role of political leadership and bureaucratic change, research results showed that the systematization and institutionalization of population health in Norway is a significant tool for ensuring coordination and resilience through political leadership and bureaucratic changes. Central and regional governments have an important role as triggers and supporters of implementation at the local level. At this level, the issues that exist are no different from those at the local level, namely demonstrating political leadership by inspiring and actively supporting local governments.

Another study by Eshbaugh-Soha [6] examined the importance of bureaucratic leadership based on presidential rhetoric and institutional turnover; the research results show that presidential rhetoric regarding the size of government can influence employee turnover. This impact only occurs in institutions that implement prominent policies because prominent policies encourage bureaucratic responsiveness to elected officials. The findings reveal that presidents who talk more about the government reduced overall turnover in the Environmental Protection Agency and the Department of Education from 1980 to 2005. Therefore, presidential rhetoric can be considered an effective instrument in controlling bureaucracy, especially in agencies -institutions affected by government policy.

The novelty of this research is that it examines factors that influence the dynamics of political leadership that have never been studied before. This research can contribute to the development of political leadership theory by providing new insights into the factors that influence the dynamics of political leadership and their impact on bureaucratic effectiveness. This research aims to examine the factors that influence the dynamics of political leadership and their impact on bureaucratic effectiveness.

2. Method

This study uses a qualitative method. Qualitative research is a research approach that aims to understand and describe phenomena, processes, or social contexts in depth. This approach places greater emphasis on interpreting the meaning and complexity of a phenomenon rather than measuring variables quantitatively [7]. Meanwhile, the data collection technique in this research is a literature study. Data collection techniques in library studies involve research and analysis of literature that is relevant and related to the topic or research problem being studied [8]. The data that has been collected is then analyzed through three series, including data reduction, data presentation, and drawing conclusions in accordance with Miles and Huberman's theory [9].

3. Result and Discussion

Bureaucracy is a large organizational entity that has special characteristics that differentiate between developed and developing countries [10]. In this case, the differences between developed and developing country bureaucracies can include aspects such as size, complexity, efficiency, and level of modernity. Developed countries tend to have larger bureaucracies, are more complexly structured, and are more efficient in implementing technology and innovation. Meanwhile, developing countries have smaller bureaucracies with simpler structures and face challenges in terms of resources and technology.

Bureaucratic performance has an important role in the implementation of government, and bureaucracy carries out various government tasks and functions [11]. According to Tosun and Howlett [12], the bureaucracy not only plays a role as a policy maker but also has a broader role, influencing all aspects of policy from agenda setting and formulation to evaluation. Initially, bureaucratic responsibilities involved formulating public policy, including planning, formulating, and implementing policies designed to regulate various aspects of society, such as the economy, education, and health. Furthermore, the bureaucracy has a role in implementing policies and carrying out government decisions and programs by involving coordination between agencies, monitoring policy implementation, and reporting results. Furthermore, bureaucracy also plays a role in providing services to the community. Bureaucracy is essentially one of the government's ways of achieving and implementing the principles of good governance and carrying out fundamental reforms to the government system, especially those concerning institutional (organizational) aspects, management (business processes), and management resources. (business process), and human resources of the state apparatus.

Bureaucracy is the spearhead in providing public services such as education, health, licensing, and others. The involvement of the public bureaucracy is very important because almost all aspects of state administration are related to public services and public affairs [13]. The quality of services provided by the bureaucracy can influence public satisfaction and trust in the government. The bureaucracy also has responsibility for managing state resources. This includes the management of public finances, administration of state apparatus, and the supervision of the use of natural and human resources. Efficiency and transparency in managing state resources are the keys to achieving sustainable development.

The effectiveness and efficiency of optimal bureaucratic performance has positive consequences, such as government administration that runs well and efficiently [14]. This includes the bureaucracy's ability to design and implement policies with maximum results without wasting resources. Apart from that, good bureaucratic performance also has implications for improving the quality of public services [15]. An effective bureaucracy is able to provide responsive, fast and quality services to the community. Improvements in the provision of these services can bring direct benefits to citizens, increasing their satisfaction with government and building public trust in government institutions. Another positive impact of good bureaucratic performance is increasing people's welfare, because by providing good and efficient services, the government can create conditions that support economic growth, quality education, adequate health services and good infrastructure. All of this can contribute directly to improving people's welfare and quality of life.

The effectiveness of bureaucratic performance brings important benefits in achieving several aspects of government. The effectiveness of bureaucratic governance is defined as the extent to which the bureaucratic organization realizes the program objectives that have been planned and determined. This means that a bureaucracy that operates effectively can design and implement policies efficiently, helping the government achieve its strategic goals such as economic growth, security and infrastructure development [10]. Furthermore, the effectiveness of the bureaucracy is also key in meeting community needs. By providing quality and responsive public services, the bureaucracy can ensure that various community needs, such as education, health and other public facilities, are met optimally. Finally, the effectiveness of bureaucratic performance plays a role in improving the welfare of society as a whole. Through efficient resource management, regulations that support economic growth, and policies that support equality, the benefits of bureaucracy can create an environment that supports increasing the level of social welfare. Therefore, improving bureaucratic performance is very important to pay attention to.

The influence on bureaucratic performance can be influenced by political leadership, which plays a crucial role in determining the success or failure of a bureaucracy [16]. Leadership in the bureaucracy is not just a formal position, but leadership in the bureaucracy that aims to serve society and the public interest. So that leadership becomes a determining factor in coordinating and organizing bureaucratic resources so that they can function as a complete and harmonious unit. Political leadership includes a person's ability to influence other people to achieve common goals, because in an organization, whether individual or group, there are leaders and subordinates [17]. The analogy is that without leadership, a group or bureaucracy can be likened to a body without a head, which is easily lost, chaotic, and experiences a state of anarchy. This confirms that almost all individuals need a leader, although perhaps not all of them realize or want this.

The bureaucracy really needs a transformational leader who has different abilities and approaches to change [18]. Strong, visionary, and committed leadership is needed to lead bureaucratic reform, eliminate corruption, and create an efficient government. These leaders must be able to make difficult decisions, lead anti-corruption movements, and play a key role in cultural change toward dynamic governance. Apart from that, effective leaders in a bureaucratic context must also be willing to serve, not just to be served, place common interests above personal interests, and work to achieve balance and harmony within the organization.

Leaders in bureaucracy function as symbols, role models, drivers, and sources of influence who are able to direct various bureaucratic activities and resources to achieve their goals because leadership style plays an important role in shaping subordinates' attitudes toward job performance and satisfaction [19]. There are several factors that can influence political leadership, including political regimes, political competition, and policy changes. A political regime, or the political governance of a government, can provide direction and constraints on political leadership within the bureaucracy. Political competition between groups or individuals can also influence the way political leadership is organized and implemented. In addition, policy changes, which can occur due to shifts in government policy or changes in power structures, can also influence the dynamics of political leadership in a bureaucratic context.

The first factor, namely changes in political regimes, has a major impact on the dynamics of political leadership. Political regime changes, such as transitions from one form of government to another, can significantly affect the way political leadership operates within a bureaucracy. Regime changes often bring in new political leaders with different views and approaches to governance [20, 21]. These new leaders can bring innovation, more effective leadership, and a clearer vision of public service goals. New leaders play a crucial role as the main factor influencing an organization's ability to innovate. This leader's ability and competence can motivate bureaucratic members to work more efficiently, develop creative solutions to problems, and adapt to developing dynamics. In this situation, new political leaders can bring about changes in the organizational structure and bureaucratic policies.

The presence of leaders who are more competent and focused on achieving results can be a driving force for the bureaucracy to improve its performance. Individuals who have a high level of intellectual competence tend to complete tasks quickly and remain motivated to achieve optimal performance [22]. Therefore, these competencies can be a key factor that influences motivation to work optimally. Leaders who have the ability and orientation toward achieving goals can motivate bureaucratic members to work more efficiently, adapt to policy changes, and pursue common goals. Apart from that, new political leaders can also bring positive changes in terms of organizational structure and bureaucratic policies. By introducing new approaches and more adaptive strategies, they can increase efficiency and effectiveness in providing services to the community. The following are several examples of the positive impact of political regime change on bureaucratic effectiveness, such as:

1. Improving the performance of the bureaucracy in providing public services: New leaders can encourage the bureaucracy to improve its performance in providing public services. This performance improvement can take the form of increased speed, accuracy, and ease in providing public services. If implemented successfully, this performance improvement can have a positive impact on public satisfaction and trust in the public services provided by the bureaucracy.

2. Increasing the responsiveness of the bureaucracy to the integrity of society: New leaders can encourage the bureaucracy to be more responsive to the needs of society. This increase in responsiveness includes efforts to increase the speed in responding to community needs and improve the quality of services provided to them. New leaders can provide encouragement and direction to the bureaucracy to become more responsive to various community needs so that responses to requests or problems can be carried out more quickly and effectively. This increased responsiveness can also create better relations between the bureaucracy and the public, as well as strengthen public trust in government institutions.
3. Increased bureaucratic transparency and accountability: New leaders can encourage the bureaucracy to be more transparent and accountable. This increase in transparency and accountability includes steps such as increasing public information disclosure and increasing supervision of bureaucratic performance. New leaders can provide encouragement and direction to ensure that public information becomes more easily accessible and understood by the public. In addition, they can strengthen monitoring mechanisms for bureaucratic performance so that every action or decision can be better accounted for.

Therefore, a change of leadership in the context of a change in political regime can be considered as an opportunity to improve and strengthen bureaucratic performance and increase responsiveness to the demands and needs of society, which can ultimately have a positive impact on the quality and effectiveness of bureaucratic performance.

The next factor that influences political leadership is political competition, which can also have an impact on bureaucratic performance. The tight competition encourages innovation activities as a strategy to maintain position [23, 24]. Therefore, political competition is one of the main incentives for political leaders to improve bureaucratic performance as part of their political strategy in the hope of winning public support. Intensive political competition can encourage leaders to look for innovative solutions to increase bureaucratic efficiency and effectiveness.

Leaders who engage in political competition have a strong incentive to deliver visible results to society. These results can include improving bureaucratic performance to achieve policy goals that can be demonstrated to the public. Political leaders involved in the competition will tend to take strategic steps to improve service quality and bureaucratic response to community needs [25]. This can include implementing more efficient policies, optimizing bureaucratic processes, and improving resource distribution.

Leaders who are motivated by political competition in administering the bureaucracy can have an overall positive impact by improving public services and gaining public support. Therefore, intense political competition can put positive pressure on the bureaucracy to innovate, work more efficiently, and achieve real results, which can ultimately increase the effectiveness of public services and public trust in the government. The next factor, namely policy changes, is also a crucial element that influences the dynamics of political leadership and the effectiveness of the bureaucracy. The need for change cannot be avoided considering the changing demands of society as well as the development of information technology, globalization and increasing the nation's competitiveness. This policy change is an important instrument in modern society whose presence is bound to occur [26]. When policy changes occur, it is hoped that the bureaucracy will be able to adapt and operate more efficiently in accordance with the new direction taken by the policy. Changes in policy can result in changes in bureaucratic tasks, priorities, and focus.

The existence of new policies or changes in existing policies can require the bureaucracy to make adjustments to be in line with the new direction mandated by the government [27, 28]. Policy changes require the bureaucracy to become more flexible and responsive to the dynamics of changes in government policy. The success of the bureaucracy in implementing policy changes effectively can help achieve policy goals and strengthen the role of the bureaucracy as implementer of these policies. Therefore, political leadership in the bureaucracy needs to have the skills to guide and motivate the bureaucracy so that it can adapt and carry out its duties effectively in the context of policy change.

Currently, the reality is that our bureaucracy often wavers in the face of rapid change, and the government's response to new phenomena is often too late. In this situation, the importance of bureaucratic efficiency and effectiveness becomes increasingly apparent, especially in implementing new policies well. The bureaucracy needs to be able to adapt quickly and be responsive to policy changes that occur while ensuring that implementation runs smoothly and in accordance with the goals to be achieved.

So, the results of the research findings conclude that factors such as political regimes, political competition, and policy changes can jointly contribute to the improvement and improvement of bureaucratic performance, making it more responsive to community demands and policy developments. When there is a change in political leadership that brings in more competent leaders, commitment to performance and bureaucratic reform can increase. Competent leaders have a tendency to motivate and provide support to the bureaucracy to achieve government goals.

Additionally, political competition and policy changes can act as positive triggers for change and improvement within the bureaucracy. A bureaucracy that is responsive to political and policy changes tends to work more efficiently and effectively. Therefore, these factors together form a complex framework shaping the dynamics of political leadership which has a significant impact on bureaucratic effectiveness.

A good understanding of the interactions between these factors is critical for designing leadership strategies and policies that can improve overall government performance. This includes recognition of the important role of competent leaders, healthy political competition, and policy changes that can encourage positive changes in the bureaucracy, so that it is able to respond optimally to the dynamics of society's demands and the continually evolving policy environment.

4. Conclusion

The dynamics of political leadership are strongly influenced by several key factors, including changes in political regimes, political competition, and policy changes. Changes in political regimes, such as changes in leadership, can bring new and more competent political leaders to the surface. This phenomenon can have a positive impact on the effectiveness of the bureaucracy; with the presence of new leaders, it can improve the performance and responsiveness of the bureaucracy to community needs.

The next factor, namely political competition, is also an important factor that influences the dynamics of political leadership. The existence of political competition encourages leaders to make various efforts to improve bureaucratic performance as part of their political strategy. This has had a positive impact in the form of increasing bureaucratic efficiency and effectiveness, along with leaders' efforts to gain public support and trust.

Policy changes are also an important element that influences the dynamics of political leadership and bureaucratic effectiveness. When policy changes occur, the bureaucracy is expected to adapt and work more efficiently in accordance with the new policy direction. Thus, the research results show that these factors together contribute to improving bureaucratic performance, making it more responsive to community demands and developing policies.

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