THE ROLE OF THE SUB-DISTRICT HEAD'S LEADERSHIP IN PUBLIC SERVICES AT THE LEIHITU SUB-DISTRICT OFFICE, CENTRAL MALUKU REGENCY

PERAN KEPEMIMPINAN CAMAT TERHADAP PELAYANAN PUBLIK DI KANTOR KECAMATAN LEIHITU KABUPATEN MALUKU TENGAH

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Abstract

This research was conducted at the Leihitu Sub-District Office, Central Maluku Regency, with the aim of understanding how the leadership role of the Sub-District Head affects public services at the office. To achieve this objective, data analysis was carried out quantitatively using the Spearman Rank correlation formula as the measurement tool. The results of the analysis using Spearman Rho or Spearman Rank correlation showed a positive correlation between the Sub-District Head's leadership role and the quality of public services, with a correlation coefficient of 0.601. This figure indicates that the relationship between these two variables is strong, as it falls within the coefficient value range of 0.60-0.799. The strength of this relationship suggests that the better the leadership role performed by the Sub-District Head, the higher the quality of public services at the Leihitu Sub-District Office. Furthermore, the hypothesis test on the correlation coefficient revealed that the ρ-calculated value of 0.601 is greater than the ρ-table value of 0.388. This result indicates that the null hypothesis (Ho), which states that there is no relationship between the Sub-District Head's leadership role and public services, is rejected, while the alternative hypothesis (Ha), which asserts that there is a relationship between the two variables, is accepted. Thus, this study concludes that there is a significant and meaningful relationship between the Sub-District Head's leadership role and public services at the Leihitu Sub-District Office, Central Maluku Regency. This highlights the importance of effective leadership in improving the quality of public services at the sub-district government level.

Keywords: Sub-District Head's Leadership, Public Services, Spearman Rank Correlation, Significant Relationship, Leihitu Sub-District.

Abstrak

Penelitian ini dilaksanakan di Kantor Kecamatan Leihitu, Kabupaten Maluku Tengah, dengan tujuan untuk mengetahui bagaimana peran kepemimpinan Camat berpengaruh terhadap pelayanan publik di kantor tersebut. Untuk mencapai tujuan ini, analisis data dilakukan secara kuantitatif dengan menggunakan rumus korelasi Rank Spearman sebagai alat ukur. Dari hasil analisis menggunakan

korelasi Spearman Rho atau Spearman Rank, ditemukan bahwa terdapat korelasi positif antara peran kepemimpinan Camat dan kualitas pelayanan publik sebesar 0,601. Angka ini menunjukkan bahwa hubungan antara kedua variabel tersebut tergolong kuat, karena berada dalam rentang nilai koefisien 0,60-0,799. Kekuatan hubungan ini menunjukkan bahwa semakin baik peran kepemimpinan yang dilakukan oleh Camat, maka semakin meningkat pula kualitas pelayanan publik di Kantor Kecamatan Leihitu. Lebih lanjut, uji hipotesis terhadap koefisien korelasi menunjukkan bahwa nilai ρ-hitung sebesar 0,601 lebih besar dibandingkan dengan ρ-tabel sebesar 0,388. Hasil ini mengindikasikan bahwa hipotesis nol (Ho) yang menyatakan tidak adanya hubungan antara peran kepemimpinan Camat dan pelayanan publik ditolak, sedangkan hipotesis alternatif (Ha) yang menyatakan adanya hubungan antara kedua variabel diterima. Dengan demikian, penelitian ini menyimpulkan bahwa terdapat hubungan yang signifikan dan berarti antara peran kepemimpinan Camat dan pelayanan publik di Kantor Kecamatan Leihitu, Kabupaten Maluku Tengah. Hal ini menunjukkan pentingnya peran kepemimpinan yang efektif dalam meningkatkan kualitas pelayanan publik di lingkungan pemerintahan tingkat kecamatan.

Kata Kunci: Kepemimpinan Camat, Pelayanan Publik, Korelasi Rank Spearman, Hubungan Signifikan, Kecamatan Leihitu.

INTRODUCTION

In an organization or institution, there is a fundamental aspect that must be considered to ensure its development, which is the presence of a leader. Whether leading a country or an organization, leadership plays a critical role. Therefore, it is essential to have the ability and capacity to influence the opinions, attitudes, and behaviors of others to perform tasks professionally. An organization needs a good leader to guide it towards its primary objectives, including leadership at the sub-district level (Prayudi, 2022).

As stated in Government Regulation Number 17 of 2018 regarding Sub-Districts, a sub-district is a regional apparatus of a district or city and also serves as the general administrative implementer of the district or city. The Sub-District Head (Camat) exercises some of the authority delegated by the district head or mayor and carries out central government tasks within the sub-district. Given this position, sub-districts play a strategic role in districts and cities, encompassing organizational duties and functions, human resources, and funding sources. Therefore, specific regulations are necessary to govern the administration of sub-districts through government regulations. One form of leadership in the public sector at the sub-district level is the leadership of the Sub-District Head, who leads a portion of the district or city (Tamin, 2003).

The Sub-District Head is a symbol of leadership at the sub-district level. Considering the significant duties and responsibilities of a Sub-District Head in running the government, it is not wrong to assert that the Sub-District Head needs to develop their role as a leader in the sub-district office. Therefore, the leadership role of the Sub-District Head is crucial. The Sub-District Head, as a regional apparatus, has specific duties compared to other regional apparatus in carrying out their primary functions and supporting the implementation of the decentralization principle, which involves delegating authority from the district or city government to manage and administer governance within the framework of the Unitary State of the Republic of Indonesia (Azizah, 2020).

According to (Syamsir et al., 2023), leadership is the process by which an individual influences others, encourages, directs their activities towards achieving the goals of an organization, and motivates them. Leadership is one of the determining factors for an organization's success in achieving its goals. Therefore, it is not an exaggeration to say that experts place leadership at the core of an organization. This means that the life of an organization is determined by how well its leader can plan, organize, mobilize, direct, and control the organization's resources. In carrying out their duties and functions, a leader is required to understand the goals and objectives to be achieved through the performance of the employees within the organization they lead.

For this reason, a leader's ability to make careful and wise decisions is essential, considering that they are often faced with numerous options requiring them to choose the best alternative as the basis for policy-making in running the organization. This aligns with Mintzberg's view (Thoha, 2006) that there are three main roles every leader must play, regardless of their hierarchical position: interpersonal roles, informational roles, and decision-making roles. Mintzberg concludes that most of a leader's tasks are fundamentally focused on thinking about their organization's strategy-making system. This involvement is due to the leader's formal position, which allows them to be the only one involved in making critical or new actions within the organization, serving as the center of information, ensuring that the best decisions reflect the latest knowledge and organizational values, and making strategic decisions that are integrated with one person having control over everything (Hardiansyah et al., 2020).

Given that every decision carries risks for the organization, a leader's ability to assess these risks becomes a critical strength, determining the organization's existence and future. The Sub-District Head is the leadership symbol at the sub-district level (Sellang et al., 2022). Considering the significant duties and responsibilities of a Sub-District Head in running the sub-district government, it is not wrong to assert that the Sub-District Head needs to develop their role as a leader in the sub-district office. Therefore, the leadership role of the Sub-District Head is crucial. The Sub-District Head, as a regional apparatus, has specific duties compared to other regional apparatus in carrying out their primary functions.

In supporting the decentralization principle, where authority from the district or city government is delegated to manage and administer governance within the framework of the Unitary State of the Republic of Indonesia, as stipulated in Government Regulation Number 17 of 2018 regarding Sub-Districts (Pratama, 2018), the Sub-District Head is tasked with: organizing general government affairs at the sub-district level in accordance with the regulations governing general government affairs, coordinating community empowerment activities, coordinating efforts to maintain public order and security, coordinating the enforcement of regional regulations, coordinating the maintenance of public service infrastructure and facilities, coordinating the implementation of government activities at the sub-district level, supervising village governance, and carrying out other duties in accordance with the applicable regulations (Gunawan & Azhar, 2020).

Based on the core duties of the Sub-District Head, they can perform their primary responsibilities effectively, providing good service to the community and ensuring public satisfaction. According to the Decree of the Minister of State Apparatus Utilization Number 63 of 2003, the principles of public service delivery include ease of access, discipline, courtesy, friendliness, and comfort.

Furthermore, Law Number 25 of 2009 concerning Public Services states that public service is an activity or series of activities aimed at fulfilling services in accordance with the laws and regulations for every citizen and resident in terms of goods, services, and administrative services provided by public service providers (Indonesia, 2009). According to (Mukarom & Laksana, 2015), public service is a matter of public trust. Public services must be carried out responsibly and in accordance with existing regulations, where the accountability of the services provided can build public trust.

Public trust is the foundation for achieving good governance (Nugroho, 2017). In this context, the public also evaluates the services they receive, and if the service provided is substandard, it will result in poor evaluations, and vice versa. The best public service, often referred to as prime service, is the one that meets service standards. Standards are benchmarks used as guidelines for service delivery and references for the best service as an obligation and promise of service providers to the community (Soekanto, 2012).

However, based on the author's initial observations at the Leihitu Sub-District Office in Central Maluku Regency, it was found that the services provided often did not align with the core duties of the Sub-District Head. This issue arises due to a lack of supervision over employee discipline, uncertainty in service delivery times, illegal fees, unfair treatment by employees, and complaints from the community about inadequate facilities and infrastructure.

METHODS

This research employs a quantitative methodology, aiming to test the hypothesis proposed as a provisional answer to the main research problem. According to (Moleong, 2014), quantitative research methods are grounded in the philosophy of positivism and are used to study specific populations or samples. The sampling technique is generally conducted randomly, data collection utilizes research instruments, and data analysis is quantitative or statistical, with the purpose of testing the established hypotheses (Moleong, 2014).Quantitative methods are also known as traditional, positivistic, scientific, or discovery methods. This method is termed traditional because it has been in use for a long time and has become a conventional approach in research. It is called positivistic because it is based on the philosophy of positivism, and it is scientific because it adheres to scientific principles—concrete, empirical, objective, measurable, rational, and systematic.

The research was conducted at the Leihitu Sub-District Office in Central Maluku Regency. The population in this study comprises all 26 employees at the Leihitu Sub-District Office.

Primary data collected during the research will be statistically analyzed using the Spearman Rank Correlation technique. According to (Syamsir et al., 2023), the Spearman correlation is a non-parametric statistical analysis technique used to determine the correlation coefficient between two variables where the data has been paired. This research measures the relationship between variable X (leadership role)

and variable Y (public service). A frequency tabulation table is used to assist in summarizing this primary data.

The formula for the Spearman Rank Correlation is:

$$\rho = 1 - \frac{6\sum_{i=1}^{N} d_i^2}{n(n^2-1)}$$

Where:
- ρ (Rho) = Spearman rank correlation coefficient
- N = Number of samples
- d_i^2 = Squared difference in rankings between X and Y

To determine whether the relationship is significant, the result from this formula is compared against the critical value in the correlation table at a 95% confidence level or a significance level of 0.05%.

RESULTS AND DISCUSSION

Result
Overview of Respondent Profiles
Description of Respondents by Gender
The characteristics of respondents based on gender can be seen in Table 1 below:

Table 1
Respondent Characteristics by Gender

Gender	Number of Respondents	Percentage (%)
Male	11	42.31
Female	15	57.69
Total	26	100

Source: Processed Primary Data, 2024.

From the collected data, the number of male respondents is 11, representing 42.31% or approximately 43%, while the number of female respondents is 15, representing 57.69% or approximately 58%. Based on the table and pie chart above, it can be concluded that the majority of respondents are female.

Description of Respondents by Age
The characteristics of respondents based on age, as found during the study, can be seen in more detail in Table 2 below:

Table 2
Respondent Characteristics by Age

Age (Years)	Number of Respondents	Percentage (%)
17-25	3	11.54
26-35	4	15.38
36-45	11	42.31
46-60	8	30.77
Total	26	100

Source: Processed Primary Data, 2024.

From the data collected, 11.54% or approximately 12% of respondents (3 people) are aged 17-25 years, 15.38% or approximately 15% of respondents (4 people) are aged 25-35 years, 42.31% or approximately 42% of respondents (11 people) are aged 35-45 years, and 30.77% or approximately 31% of respondents (8 people) are aged 45-60 years. Therefore, it can be concluded that the largest group of

respondents falls within the 35-45 years age range, totaling 11 people, with a percentage of 42.31% or approximately 42%.

Description of Respondents by Occupation
The characteristics of respondents based on occupation can be seen in more detail in Table 3 below:

Table 3
Respondent Characteristics by Occupation

Occupation	Number of Respondents	Percentage (%)
Civil Servant	19	73.08
Others	7	26.92
Total	26	100

Source: Processed Primary Data, 2024.

From the data collected, 73.08% or approximately 73% of respondents (19 people) are civil servants, while 26.92% or approximately 27% of respondents (7 people) are either honorary staff or hold other types of employment.

Data Analysis
The indicators used to measure Variable X (Independent Variable), which is the leadership role of the Sub-District Head (Camat), are as follows:
a. Interpersonal Role
b. Informational Role
c. Decision-Making Role

In line with these indicators, statements were formulated and presented to all respondents concerning Variable X. The responses from the respondents are summarized in the following tabulation table:

Table 4
Respondent Answers Tabulation for Variable X

No.	Indicator and Answer Variation	Frequency (F)	Percentage (%)
1a	According to you, does the Camat always make time to listen to the complaints of employees?		
	a. Yes, always makes time	9	34.62
	b. Rarely makes time	12	46.15
	c. Never makes time	5	19.23
1b	According to you, does the Camat always appreciate employees with good performance?		
	a. Yes, always appreciates	8	33.33
	b. Rarely appreciates	11	42.31
	c. Never appreciates	7	26.92
2a	According to you, does the Camat always communicate with employees about fulfilling service needs?		
	a. Yes, always communicates	9	34.62
	b. Rarely communicates	12	46.15
	c. Never communicates	5	19.23
2b	According to you, does the Camat always provide guidance to subordinates in carrying out tasks?		

		Frequency	Percentage
	a. Yes, always provides guidance	6	23.08
	b. Rarely provides guidance	16	61.54
	c. Never provides guidance	4	15.38
3	According to you, does the Camat always enforce rules strictly against undisciplined employees?		
	a. Yes, always enforces rules strictly	16	61.54
	b. Rarely enforces rules strictly	9	34.62
	c. Never enforces rules strictly	1	3.85

Source: Processed Primary Data, 2024.

From the table above, it can be explained that 9 respondents (34.62%) answered that the Camat always makes time to listen to the complaints of employees, while 12 respondents (46.15%) said that the Camat rarely makes time to listen to the complaints, and 5 respondents (19.23%) said that the Camat never makes time to listen to the complaints of employees.

Additionally, 8 respondents (33.33%) stated that the Camat always appreciates employees with good performance, 11 respondents (42.31%) said that the Camat rarely appreciates employees with good performance, and 7 respondents (26.92%) said that the Camat never appreciates employees with good performance.

Regarding communication, 9 respondents (34.62%) stated that the Camat always communicates with employees about fulfilling service needs, 12 respondents (46.15%) said that the Camat rarely communicates, and 5 respondents (19.23%) said that the Camat never communicates with employees regarding service needs.

Furthermore, 6 respondents (23.08%) answered that the Camat always provides guidance to employees in carrying out services, 16 respondents (61.54%) said that the Camat rarely provides guidance, and 4 respondents (15.38%) said that the Camat never provides guidance to employees.

Lastly, 16 respondents (61.54%) stated that the Camat always strictly enforces rules against undisciplined employees, 9 respondents (34.62%) said that the Camat rarely enforces rules strictly, and 1 respondent (3.85%) said that the Camat never strictly enforces rules.

Regarding Variable Y (Dependent Variable), which is Public Service, the following indicators will be used for measurement:
a. Reliability: employees provide consistent and timely service
b. Physical appearance: all service needs are fulfilled
c. Empathy: good communication

Next, the respondents' feedback on Variable Y will be presented based on their responses.

Table 5
Respondent Answers Tabulation for Variable Y

No.	Indicator and Answer Variation	Frequency (F)	Percentage (%)
1a	Do you believe that by the Camat always taking time to listen to employees' complaints, employees can provide good service?		
	a. Yes, it greatly helps employees provide good service	7	26.92
	b. It helps employees provide good service	16	61.54
	c. It does not help employees provide good service	3	11.54
1b	Do you believe that by the Camat always appreciating employees with good performance, employees can provide better service?		
	a. Yes, it greatly improves public service	10	38.46
	b. It improves public service	10	38.46
	c. It does not improve public service	6	23.08
2a	Do you believe that guidance from the Camat can help employees provide consistent service?		

	a. Yes, it greatly helps employees provide consistent service			7	26.92
	b. It helps employees provide consistent service			12	46.15
	c. It does not help employees provide consistent service			7	26.92
2b	Do you believe that by the Camat always communicating service needs with employees, public service can be more effective?				
	a. Yes, it greatly improves the effectiveness of public service			21	80.77
	b. It improves the effectiveness of public service			5	19.23
	c. It does not improve the effectiveness of public service			-	-
3	Do you believe that by the Camat strictly enforcing rules, employees become more disciplined?				
	a. Yes, it greatly improves employee discipline			22	84.62
	b. It improves employee discipline			4	15.38
	c. It does not improve employee discipline			-	-

Source: Processed Primary Data, 2024.

Based on the table above, it can be explained that 7 respondents (26.93%) answered that the Camat taking time to listen to employees' complaints greatly helps employees provide good service, while 16 respondents (61.54%) believe it helps, and 3 respondents (11.54%) believe it does not help.

Additionally, 10 respondents (38.46%) believe that appreciation from the Camat greatly helps employees provide better service, 10 respondents (38.46%) believe it helps, and 6 respondents (23.08%) believe it does not help.

Regarding guidance from the Camat, 7 respondents (26.92%) believe it greatly helps employees provide consistent service, 12 respondents (46.15%) believe it helps, and 7 respondents (26.92%) believe it does not help.

Furthermore, 21 respondents (80.77%) believe that communication from the Camat regarding service needs greatly improves the effectiveness of public service, while 5 respondents (19.23%) believe it helps but not significantly.

Lastly, 22 respondents (84.62%) believe that the Camat strictly enforcing rules greatly improves employee discipline, and 4 respondents (15.38%) believe it helps, but not significantly.

Discussion

Based on the frequency table or respondent answer tabulation table provided earlier, if distributed into a score table for Variable X, it can be seen in more detail as follows:

Table 6
Distribution of Respondents Answers in Variable X

No.	Respondent Answers in Variable X					Total
	X1.a	X1.b	X2.a	X2.b	X3	
1	3	3	3	2	2	13
2	3	3	3	1	2	12
3	2	2	1	3	3	11
4	2	2	1	3	3	11
5	3	2	1	2	2	10
6	2	2	3	2	2	11
7	3	2	2	2	1	10
8	1	3	3	3	2	12

No.						Total
9	2	2	2	2	3	11
10	3	1	1	2	2	9
11	3	1	1	2	2	9
12	2	3	3	2	3	13
13	3	3	3	1	3	13
14	2	2	2	2	3	11
15	2	2	2	2	3	11
16	1	2	2	2	3	10
17	3	3	3	2	2	13
18	1	1	2	2	3	9
19	2	1	2	3	3	11
20	1	2	2	3	3	11
21	2	1	2	1	3	9
22	3	3	3	1	3	13
23	2	3	3	3	2	13
24	2	2	2	2	3	11
25	2	1	2	1	3	10
26	1	2	2	2	3	10
	Total					287

Source: Processed Primary Data, 2024.

Next, to determine the distribution of respondents' answers in Variable Y, refer to the following table:

Table 7
Distribution of Respondent Answers in Variable Y

No.	Respondent Answers in Variable Y					Total
	Y1.a	Y1.b	Y2.a	Y2.b	Y3	
1	2	3	1	3	3	12
2	3	2	2	3	3	12
3	2	3	1	3	3	12
4	1	1	1	3	2	9
5	2	2	2	3	3	12
6	3	2	2	3	3	13
7	2	1	3	2	3	11
8	2	3	2	3	3	13
9	2	2	2	3	3	12
10	2	1	3	2	3	11
11	1	2	2	2	3	10
12	3	3	3	3	3	15
13	2	3	2	3	3	13
14	2	2	1	3	3	11
15	3	2	2	3	3	13
16	3	2	2	3	3	13
17	2	1	3	3	2	11
18	2	1	3	2	3	11
19	2	3	1	3	3	12
20	3	3	2	3	2	13

21	1	2	1	2	3	9
22	3	3	3	3	3	15
23	2	3	2	3	3	13
24	2	2	2	3	3	12
25	2	1	3	3	2	11
26	2	3	1	3	3	12
			Total			311

Source: Processed Primary Data, 2024.

Next, to determine the distribution of respondents' answers for both key variables, the data is calculated using the Spearman Rank Correlation formula:

Table 8
Auxiliary Table of Spearman Rank Correlation Calculation

No.	Variable (X)	Variable (Y)	Rank (X)	Rank (Y)	di	di2
1	13	12	1	10	9	81
2	12	12	7	11	4	16
3	11	12	9	12	3	9
4	11	9	10	25	15	225
5	10	12	18	13	5	25
6	11	13	11	3	9	81
7	10	11	19	18	1	1
8	12	13	8	4	4	16
9	11	12	12	14	2	2
10	9	11	23	19	4	16
11	9	10	24	24	0	0
12	13	15	2	1	1	1
13	13	13	3	5	2	4
14	11	11	13	20	7	49
15	11	13	14	6	8	64
16	10	13	20	7	13	169
17	13	11	4	21	17	289
18	9	11	25	22	3	9
19	11	12	15	15	0	0
20	11	13	16	8	8	64
21	9	9	26	26	0	0
22	13	15	5	2	3	9
23	13	13	6	9	3	9
24	11	12	17	16	1	1
25	10	11	21	23	2	4
26	10	12	22	17	5	25
						di2=1169

Source: Processed Primary Data, 2024.

Based on the data above, the Spearman Rank Correlation is calculated as follows:

$$\rho = 1 - \frac{6 \sum_{i=1}^{N} d_i^2}{n(n^2-1)}$$

$$\rho=1-6*116926(262-1)\ \rho =1 – 701417550$$

$$\rho= 1- 0,399$$

$$\rho = 0,601$$

Based on the calculation above, the correlation coefficient between the independent variable (X) and the dependent variable (Y) is 0.601 or 0.60. This correlation value indicates a strong relationship between the Sub-District Head's leadership role and public service in the Leihitu Sub-District Office, Central Maluku Regency. The value of 0.601 in the Sub-District Head's leadership role variable implies a corresponding change in the public service variable, assuming other variables remain constant.

Next, this correlation coefficient (ρ) is compared with the critical value (ρ table) at a 95% confidence level or a significance level of 0.05 to determine the strength of the relationship or to perform a significance test between the two key variables under study.

Based on the results of the comparison with the ρ table at a 95% confidence level (0.05), it is evident that there is a significant relationship between the Sub-District Head's leadership role and public service in the Leihitu Sub-District Office, Central Maluku Regency. This is indicated by the high calculated ρ value of 0.601 compared to the ρ table value of 0.388. Therefore, the alternative hypothesis (Ha) proposed as a provisional answer to the main research problem is supported, while the null hypothesis (H0) is rejected and not validated.

CONCLUSION

Conclusion

This research was conducted to address the main problem: "Is there a positive and significant relationship between the Sub-District Head's leadership and public service at the Leihitu Sub-District Office, Central Maluku Regency?"

To answer this main problem, two hypotheses were formulated as follows:
1. Null Hypothesis (Ho): "There is no positive and significant relationship between the Sub-District Head's leadership and public service at the Leihitu Sub-District Office, Central Maluku Regency."
2. Alternative Hypothesis (Ha): "There is a positive and significant relationship between the Sub-District Head's leadership and public service at the Leihitu Sub-District Office, Central Maluku Regency."

Based on the analysis presented in the data analysis chapter, it can be concluded that the Spearman Rho or Spearman Rank analysis has successfully demonstrated that there is a significant and positive relationship between the two variables, with a strong/high correlation value of 0.601.

The significance test between these two key variables, by comparing the calculated ρ value with the ρ table value at a significance level of 0.05, proved that the calculated ρ value of 0.601 is greater than the ρ table value of 0.388 (ρ-calculated 0.601 > ρ-table 0.388).

The result of this test indicates that the alternative hypothesis (Ha) is proven true and valid, while the null hypothesis (Ho) is not supported and is rejected as an explanation for the main problem in this research. Thus, it can be said that the effective implementation of the Sub-District Head's leadership role, if carried out properly, will positively influence the implementation of public service at the Leihitu Sub-District Office, Central Maluku Regency, meeting the expectations and needs of the community and providing meaningful satisfaction to all parties involved in public service delivery.

Recommendations

Based on the results of this research, the author offers the following suggestions, which may be beneficial for improving public service at the Leihitu Sub-District Office, Central Maluku Regency:
1. As a leader, the Sub-District Head should allocate more time to listen to employees' complaints to identify issues that may cause inconsistency in service delivery.
2. The Sub-District Head should also provide recognition and appreciation to employees with good performance to encourage greater enthusiasm in delivering services.
3. As a leader, the Sub-District Head should more frequently communicate with employees regarding all aspects of service delivery needs to ensure smooth operations.
4. The Sub-District Head should consistently provide guidance to employees to maintain the efficiency of services provided.

5. The Sub-District Head should be stricter with undisciplined employees to ensure better discipline and service quality.

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