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P U B L I S H I N G

The Effectiveness of Leadership Based on *Pela Gandong* Values in the Population and Civil Registration Office of Ambon City

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Abstract

This study aimed to analyze and explain the effectiveness of leadership based on Pela Gandong values at the Population and Civil Registration Office of Ambon City. Data analysis was carried out descriptively quantitatively with criteria for interpreting percentage scores in determining choices and making final decisions based on Average Achievement (CRR) and values/indexes to set priorities using sociometric calculations, namely the calculation of the Preferred Status Index (ISP). The results showed that leadership effectiveness is based on Pela Gandong values which include carrying out tasks, understanding regulations, standards, and work procedures, using equipment, organization of tasks, security training and safety, and requiring costs in carrying out tasks. Furthermore, the availability of organizational resources at the Population and Civil Registration Office of Ambon City is in a strong category. The effectiveness of leadership based on Pela Gandong values regarding carrying out public service tasks (CRR 72% with ISP 3) can be increased priority to V, understanding regulations, standards, and work procedures in public services (CRR 70% with ISP 2.91) can be increased priority to III, utilizing equipment in public services (CRR 62% with ISP 2.58) can be increased priority to I, the organization carries out public service tasks (CRR 71% with ISP 2,95) can be increased priority to IV, security training and safety security in public services (CRR 70% with ISP 2.91) can be increased priority to III, requiring costs in carrying out public services (CRR 71% with ISP 2.95) can be increased priority to IV, and the availability of organizational resources in public services (CRR 67% with ISP 2.79) can be increased priority to II. Thus, if strengthening and improvement are carried out properly, and their sustainability is guaranteed, it will obtain maximum results for the progress of public services at the Population and Civil Registration Office of Ambon City. Leaders also need to apply the leadership values of the Ambon people, which are reflected in the values of Pela Gandong, which motivate leaders to carry out service tasks to the community.

Keywords: Leadership effectiveness, pela gandong, and public services

1. Introduction

Leadership at every level of government requires the ability and responsibility of a leader in formal authority to carry out duties and responsibilities as a government apparatus and be able to make adjustments to changes that occur in society. (Wang et al., 2022). Given that the waves of change faced

by the government will be increasingly complex, leadership that emphasizes the principles of good governance is a way that is considered effective as a demand for an increasingly intelligent and critical society to be able to participate with the government in the public policy-making process and is believed to be able to overcome the increasingly complex factors that influence it and with the support of its flexible nature, which can be applied at all levels of government in a country. (Tran, 2017).

Leaders of government institutions must be able to play leadership tactics and styles, adapt to all situations, and provide directed instructions or orders by prioritizing professional ethics and interpreting the position as a leader in moving subordinates to achieve set goals. (Al-Sawai, 2013; Steinmann et al., 2018). It considers leadership a process or series of related activities, although it does not follow a systematic series (Kjellström et al., 2020). The series contains activities to move, guide, direct, and supervise others doing something individually or together. All of these activities can be referred to as efforts to influence the feelings, thoughts, and behavior of others toward achieving a goal. Therefore, leadership is also a process of interaction between a person (leader) and a group of other people, which causes people or groups to do something in accordance with the will of the leader. (Zamani-Gallaher & Bragg, 2015; Woods et al., 2021).

Leaders must be courageous and willing to come forward to pioneer and follow, willing to cooperate by joining hands with others and provide encouragement when behind. (Szeto & Cheng, 2018). Leadership is carried out in the form of *ingngarso sung tolodi, ing madio mangungkarso, dan tutwuri handayani* processes. Various leadership values can be identified by considering the leader's interests and the people being led, which lead to the organization's interests. (Louis, 2015). In reality, leadership values are realized through interactions between the leader and the people being led that occur in various conditions that influence them (Welch & Hodge, 2018).

Any applied leadership is inseparable from the values contained therein as a form of culture that underlies a leader's leadership. (Miles Nash & L. Peters, 2020). In this case, one of the cultural values of the Ambon people, known as *Pela Gandong*, has been preserved since the ancestors in the past until now. It has also colored the leadership of government organizations in Ambon City. *Pela Gandong* is a bond of unity by elevating each other (between Salam and Sarani). (Titaley, 2018; Titaley, 2023). The embodiment of fellowship, brotherhood, and unity that is tightly bound by the values of Pela and Gandong is embedded in the soul and life principles of the Ambon people who continue to be upheld in the order of social and organizational life so that in the leadership of the Ambon people both in community organizations and government and private organizations, the values of Pela and Gandong become a guide in running the wheels of the organization. In this case, leadership based on *Pela Gandong*'s values is a model that uses a historical approach based on *Pela Gandong* culture, which is the foundation of social life in Ambon.

Applying *Pela Gandong* values in leadership at the Population and Civil Registration Office of Ambon City needs to be applied optimally to achieve what is expected, namely realizing leadership that adheres to *Pela Gandong* values as the leadership culture of the Ambon people. Alpha Amirrachman (2014) said that *Pela Gandong*'s values reflect fostering a person to become a leader who is patriotic, cooperative, smart, skillful, and virtuous. (Hasudungan, 2022).

Based on the above assumptions, following the conditions at the research location, the question to be answered in this study is the extent to which leadership based on *Pela Gandong* values is said to be effective in its application at the Population and Civil Registration Office of Ambon City, which is the focus of the study. For this reason, this research aimed to reveal the effectiveness of leadership based on *Pela Gandong* values at the Population and Civil Registration Office of Ambon City, with the support of adaptive methods in solving this research problem.

2. Literature Review

2.1 Leadership Concept

A leader is a person who has skills and advantages, especially excess skills in one field, so that he is able to influence other people to jointly carry out certain activities for the achievement of one or

several goals. (Sonmez Cakir & Adiguzel, 2020). Therefore, the leader is a person who has one or more advantages as a predisposition and is a necessity of a situation so that he has the power and authority to direct and guide subordinates. (Khan et al., 2020). He also gets recognition and support from his subordinates and can move subordinates toward certain goals (Hughes et al., 2018).

Successful leaders exercise their leadership without theory, without undergoing prior training and education. (Crossman & Crossman, 2011). He exercises his leadership because he has the talent to master the art of leading that is uniquely his own. However, leadership is no longer based on talent and experience alone but on future leaders' planned preparation and training (Lyubomirsky et al., 2005). It is done through systematic planning, investigation, experimentation, analysis, supervision, and training to evoke the qualities of excellent leaders so that they succeed in their tasks (Lodge et al., 2018). (Lodge et al., 2018).

Leadership is the use of power and influence of a leader to encourage activities to be carried out by his followers to achieve the set goals. (Asrar-ul-Haq & Anwar, 2018). In the use of power, leaders carry out the function of mobilizing followers to carry out organizational tasks toward achieving goals. (Bogenschneider, 2016). Leadership is the ability to encourage several people to cooperate in activities directed at a common goal (Pizzolitto et al., 2022). Leadership is a mutually influential relationship between leaders and followers who want real change that reflects their shared goals (Kaba, 2017). The above definition illustrates that leadership involves a deep influencing relationship between people who desire significant change and that change reflects the goals shared by the leader and followers.

2.2 Leadership Effectiveness

Effectiveness is doing the right thing or the extent to which objectives are achieved. Thus, it can be said that effectiveness is the completion of work on time that has been determined. When associated with leadership, leadership effectiveness means the extent to which a leader can achieve the goals of an organization on time that has been determined. (Fankhauser et al., 2022)..

According to Chaturvedi et al. (2019), he defines that leadership is the use of power and influence to direct followers in achieving goals. Furthermore, Liu et al (2022) said that leadership is a process of influencing individual or group activities toward achieving goals based on the situation. Thus, leadership effectiveness is the ability of a leader to influence someone to carry out work tasks according to the specified time to achieve results effectively and efficiently. Meanwhile, it is said that an effective leader is a person who will only become an effective leader because he is born with leadership talents. (Amin et al., 2020).

In its journey, the organization will progress and develop and has many challenges and obstacles, including creating employee job satisfaction. (Tunio et al., 2021). One of the factors of employee job satisfaction is the presence of an effective leader. An effective leader is one of the important factors that influence the way employees work which will later arise in job satisfaction which is finally seen in the work results provided by employees (Dubey et al., 2023).

2.3 Values of Pela Gandong

Values are considered good, pleasant, or important and considered beneficial. In a broad sense, values are all considered goodness, duty, wisdom, beauty, truth, and the sublime. Thus, almost all those who study values give a central position to values and value systems, among other psychic functions of humans. Related to the value system in question, *Pela Gandong* is a culture that instills noble values of brotherhood that fosters and shapes the behavior of Ambon people in a personality that holds fast to these values and their application in every phase social life. (Lessil, 2020).

The social institution called *Pela Gandong* has grown and developed in the socio-cultural life of the Ambon people for hundreds of years. This fact will cause people to ask why it can happen. The short answer is that as a social institution, *Pela Gandong* has benefits for the socio-cultural life of the Ambon people. (Alpha Amirrachman, 2014). The fact that the *Pela Gandong* has grown and developed causes us

to conclude that it has become a cultural system in the life order of the Ambon people (Rohman, 2022).

Pela Gandong is a cultural factor considered very important and useful for the Ambon people so that these social institutions are still maintained and preserved and realized in the socio-cultural life of the Ambon people. (Lowry & Littlejohn, 2006). Thus, *Pela Gandong* reflects the image of the Ambon people, which is to love and value fraternal relationships between fellow Ambon people, but at a macro level with all Indonesians.

As an image of the Ambon people, the social institution of *Pela Gandong* contains a sense of togetherness, unity, and responsibility. The social institution of *Pela Gandong*, as a cultural system, grew and developed on the principle of Pela-U, which means *you first and then me*. Pela-U indicates the attitude and behavior of people with Pela-U, prioritizing one another in various aspects of life.

The realization of *Pela Gandong* based on the Pela-U principle shows that *Pela Gandong* has been able to bridge the various forms and types of differences within the Ambon people. The principle has also fostered harmonious cooperation between Maluku residents and the Ambon people. (Laura & Setiawan, 2020). In principle, there is a connection between *Pela Gandong* as the Ambon people's social institution and the archipelago's insight and national insight. Both have the same characteristics, namely a common sense of belonging, a common sense of unity, and a common sense of responsibility. *Pela Gandong* exists between the two insights to bridge the differences that exist among Indonesians, such as ethnic differences, cultural background differences, religious differences, and other differences that exist. *Pela Gandong* and the two insights can also prevent primordialism in the life of the nation, state, and society. (van Engelenhoven, 2021).

Maluku society in general and the Ambon people in particular also have different ethnic, cultural, and religious backgrounds. However, *Pela Gandong*, as a social institution, has shown its ability to bridge these differences (Turnip et al., 2010). As a result, the differences that are the stereotype of a society do not create primordialism in the community's life. Instead, the social institution can unite all community members in close unity. (Pelletier & Soedirgo, 2017). The real implementation of these facts shows that as citizens and as a nation, we really appreciate the initiatives of our ancestors, the leaders of our nation, because what was initiated by them is considered to have benefits for the community, nation, and state (Duncan, 2016).

Pela Gandong is a traditional educational forum that aims to foster young people to be patriotic, cooperative, intelligent, skillful, and virtuous. (Ruhulessin, 2019). In the organization, all members consider themselves as brothers. The happiness experienced by one member is shared happiness. Similarly, any misfortune or suffering experienced is a shared misfortune. *Pela Gandong*, as a cultural activity of the Ambon people, has been able to show it as a forum for the unity of the Ambon people without considering the differences between them (Titaley & Watloly, 2021). *Pela Gandong* has been able to form in the Ambon people a common sense of belonging, unity, and a common sense of responsibility (Pamungkas, 2015).

3. Research Methods

This research was conducted at the Population and Civil Registration Office of Ambon City. This type of research is descriptive quantitative research, with the number of participants in this study amounting to 30 people. The data used were primary and secondary data. Data collection used three ways, namely: (1) Observation, (2) Structured interviews using questionnaires, (3) Observation. Data analysis was carried out descriptively quantitatively with the assistance of frequency tables and criteria for interpretation of percentage scores and support for assessment categories to determine the size of the respondent's support and the value obtained in making choices and making final decisions based on Average Achievement (C_{RR}) and the value/index to set priorities that show whether or not the selected object/subject is suitable using sociometric calculations, namely the calculation of the Preferred Status Index (ISP). (Brazier et al., 2007).

The data analysis process of the Miles and Huberman model (2014) is shown in the following figure:
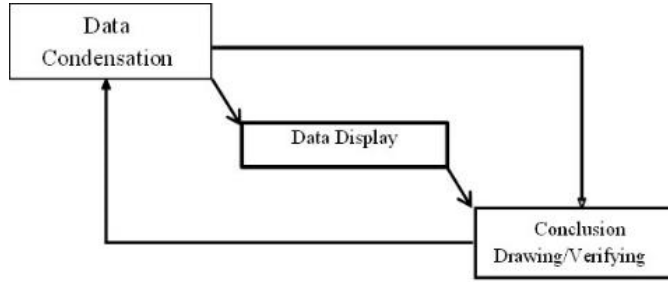
Figure 1. Miles and Huberman Interactive Analysis Model (2014)

The research approach intended in this study is a qualitative approach to obtain a comprehensive and in-depth phenomenon or picture of leadership effectiveness at the Population and Civil Registration Office of Ambon City. Researchers remain focused on effective leadership, determinants of leadership effectiveness, strategies for effective leadership, and *prototype* models of effective leadership strategies at the Population and Civil Registration Office of Ambon City.

To consistently use research instruments in a descriptive study, researchers always adhered to structured interview guidelines. They referred to instruments that show the individual capacity of researchers. In addition to structured interview guidelines, the main instrument is also the researcher himself (human instrument) to obtain valid and reliable data. It was done by going directly to the research location and conducting observations and structured interviews with respondents and in-depth interviews with respondents/informants who had been determined to obtain data according to the formulation of problems and research objectives. The instruments used in this research are observation guidelines, structured and in-depth interview guidelines, and notes or reviews of various documents related to the locus and focus of the research.

Thus, analyzing leadership effectiveness data was carried out following the interactive flow of the Miles and Huberman model. It is described as follows if elaborated in a flowchart of analyzing leadership effectiveness data at the Population and Civil Registration Office of Ambon City.
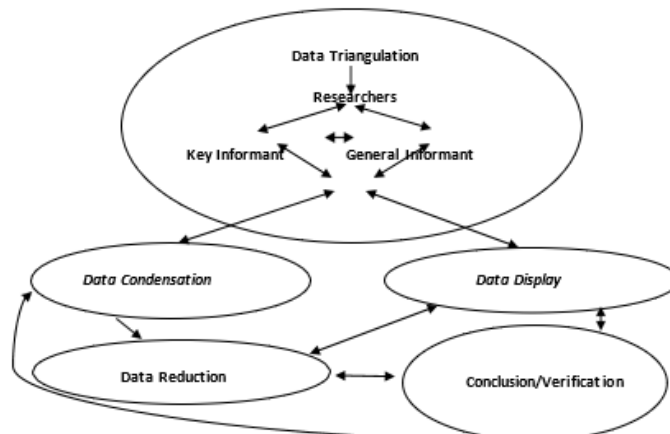

Figure 2. Flow Chart of the Data Analysis Process of Leadership Effectiveness at the Population and Civil Registration Office of Ambon City

4. Research Results and Discussion

The results of the research related to the effectiveness of leadership based on *Pela Gandong* values in the Population and Civil Registration Office of Ambon City focused on seven aspects of orientation, namely carrying out tasks, understanding regulations, standards, and work procedures, utilizing equipment, organization carrying out tasks, security training and safety, requiring costs in carrying out tasks, and the availability of organizational resources.

4.1 Carrying out Tasks

Every public organization continues to strive for its subordinate leaders and employees to be able to carry out their duties effectively. The implementation of tasks carried out effectively is that the implementation takes place quickly and precisely following the provisions of predetermined work procedures and standards. It will create the achievement of work results from the tasks carried out to be effective and achieve the expected goals. (Petrescu, 2019). All of this is realized if the leader can direct and influence his subordinates in carrying out public service tasks under the community's wishes to obtain effective public services. In addition, it can control, answer, and solve every demand and problem of public services. In contrast, a good public service system will provide standardized service procedures and a control mechanism. (Grönroos, 2019).

The research results calculated in percentage terms from the responses of 30 respondents related to carrying out tasks obtained the following percentage values. 1) Leaders and employees carry out service tasks to the community well. Leaders received a response of 80%, and employees received a response of 84%. 2) Leaders and employees carry out service tasks to the community correctly. Leaders received a response of 72%, and employees received a response of 84%. 3) Leaders direct employees to carry out service tasks to the community regularly, which received a response of 76%. 4) Leaders and employees have a strong will to carry out service tasks to the community. Leaders received a response of 52%, and employees received a response of 72%. 5) Leaders and employees are highly capable of carrying out community service tasks. Leaders received a response of 72%, and employees received a response of 80%. 6) Leaders and employees are fully responsible for carrying out service tasks to the community. Leaders received a response of 64%, and employees received a response of 56%. 7) Leaders direct employees to carry out service tasks to the community regularly, receiving a response of 76%.

The results showed that leaders who successfully carry out tasks to achieve organizational goals have the willingness and ability and are responsible for directing employees to carry out service tasks to the community properly and correctly to achieve quality service goals at the Population and Civil Registration Office of Ambon City.

4.2 Understanding Regulations, Standards, and Work Procedures

Regulations in the organization are regulations issued or derived to carry out all organizational interests in the public service process and must be understood in depth to regulate both general and specific affairs. Understanding the rules refers to actions to achieve the goals set in an organization based on the statement submitted regarding understanding regulations, standards, and work procedures in public services.

The results of the research calculated in percentages from the responses of 30 respondents related to understanding work regulations, standards, and procedures, obtained the following percentage values. 1) Leaders guide employees to understand the rules regarding service to the community well, getting a response of 52%. 2) Leaders and employees carry out job duties based on established service standards to the community. Leaders received a response of 84%, and employees received a response of 76%. 3) Leaders and employees carry out service tasks to the community based on Standard Operating Procedures (SOP). Leaders received a response of 52%. 4) Leaders control

employees to work following Standard Operating Procedures (SOP) received a response of 80%.

The results showed that leaders control employees in carrying out service tasks to the community based on Standard Operating Procedures (SOP). Leaders control employees to work following Standard Operating Procedures (SOP) so that public services can run according to the community's expectations as service recipients at the Population and Civil Registration Office of Ambon City.

4.3 Utilizing Equipment

Each organization completes work equipment following the form and type of work with activities carried out in public services. Equipped equipment must be used effectively by leaders and employees in order to support the work process to achieve public service goals. The role of leaders as drivers of public organizations is desirable to move their employees to utilize work equipment optimally in public services.

The research results calculated in percentage terms from the responses of 30 respondents related to utilizing equipment obtained the following percentage values. 1) The leader directs employees in utilizing equipment to work effectively for service to the community, receiving a response of 84%. 2) Leaders direct employees to operate equipment according to their expertise in the context of service to the community, receiving a response of 72%. 4) Leaders and employees can use complex equipment to carry out community service tasks. Leaders received a response of 52%, and employees received a response of 64%. 5) Leaders plan training for employees to use modern office equipment in supporting community service tasks, which received a response of 52%. 5) Leaders, including employees in training on using modern office equipment to support service tasks to the community, received a response of 48%. 6) Leaders and employees are responsible for operating modern office equipment to support service tasks to the community. Leaders received a response of 52%, and employees received a response of 72%.

The results showed that leaders direct employees to use and operate office equipment. Leaders plan training and include employees to attend training according to their expertise to support public service tasks. In addition, leaders and employees are fully responsible for utilizing office equipment, even if the leader does not operate it, to support the task of serving the community at the Population and Civil Registration Office of the City well.

4.4 Organization Carrying out Tasks

In principle, organizations carry out tasks in a structured manner to achieve the goals set in the organization. In the organization, the leader moves and creates good cooperation and uses recognition among employees to jointly achieve organizational goals effectively.

The research results calculated in percentage terms from the responses of 30 respondents related to the organization carrying out tasks obtained the following percentage values. 1) The leader moves employees to carry out tasks in their respective fields in service to the community, receiving a response of 80%. 2) Leaders build cooperation among employees in carrying out service tasks to the community, receiving a response of 64%. 3) Leaders and employees carry out service tasks to the community covering administrative areas. Leaders received a response of 76%, and employees received a response of 52%. 4) Leaders impose sanctions on employees who are not disciplined in carrying out service tasks to the community, receiving a response of 84%.

The results showed that leaders at the Population and Civil Registration Office of Ambon City were not only limited to imposing sanctions on employees who violated service provisions but built relationships and confidence in employees to create cooperation, where leaders were able to mobilize employees for responsibility as a perspective of expectations and main interests in carrying out service tasks to the community covering administrative areas.

4.5 Security Training and Safety

A progressive organization is an organization that has strong employees in realizing adequate services and training conducted by the organization to build, develop, and strengthen employees in carrying out service tasks assigned by the organization. The training seeks harmony between the interests of the task and employees' personal interests. Training emphasizes improving the ability to do specific work at the moment and realizing good organizational quality.

The research results calculated in percentages from the responses of 30 respondents related to security training and safety obtained the following percentage values. 1) Leaders encourage employees to attend training to improve the quality of employee work regarding service to the community, receiving a response of 80%. 2) Leaders facilitate employees to attend training to improve the quality of employee work regarding service to the community, receiving a response of 64%. 3) Leaders evaluate employee training results to improve the quality of service work to the community, receiving a response of 76%. 4) Leaders strive to build conditions free from the risk of employee accidents in providing services to the community, receiving a response of 52%. 5) Leaders encourage employees to become participants in work accident insurance due to the provision of services to the community, receiving a response of 84%. 5) Leaders facilitate employees to get work accident insurance coverage due to providing services to the community, receiving a response of 64%.

The results of the study show that leaders try to encourage and facilitate employees to attend technical training related to their field of work and can evaluate the results of training after they have completed it so that the work is carried out properly in accordance with the knowledge gained during the training. In addition, leaders and employees together continue to strive to create comfortable service conditions and realize optimal security at the Population and Civil Registration Office of Ambon City.

4.6 Require Costs in Carrying Out Tasks

In realizing competent services, it is necessary to be supported by adequate costs in spurring the process of carrying out service tasks for faster service improvement according to the needs and demands of public services. Leaders must pay attention and manage costs to meet the needs of service tasks. The cost of carrying out tasks must be projected to be utilized in the context of carrying out tasks. The goal is to provide appropriate guarantees for implementing service tasks to the community.

The research results calculated in percentage terms from the responses of 30 respondents related to the need for costs in carrying out tasks obtained the following percentage values. 1) Leaders facilitate work costs to employees in providing services to the community, receiving a response of 52%. 2) Leaders use the authority to regulate work costs to employees in carrying out service tasks to the community, receiving a response of 76%. 3) Leaders use the authority to distribute work costs to employees in carrying out service tasks to the community, receiving a response of 84%.

The results showed that the leaders at the Population and Civil Registration Office of Ambon City should facilitate and uses authority to regulate and distribute employee work costs according to the interests and needs of the service to achieve the organizational goals it leads so as to facilitate the completion of the implementation of service tasks to the community.

4.7 Availability of Organizational Resources

Organizational resources are the strength and driving force in spurring an organizational movement to provide excellent public services. The existence of leaders in regulating the availability of organizational resources has an orientation towards achieving the efficiency and effectiveness of service delivery that binds all components within it. Leaders must play a leading role in moving and

utilizing the availability of organizational resources properly, fairly, and correctly for the benefit of service to the community.

The research results calculated as percentages from the responses of 30 respondents regarding the availability of organizational resources obtained the following percentage values. 1) The leadership seeks the availability of employees according to the needs of the organization in providing services to the community, receiving a response of 80%. 2) Leaders strive for the availability of employees according to qualifications in providing services to the community, receiving a response of 52%. 3) Leaders determine cost requirements in carrying out service tasks to the community, receiving a response of 64%. 4) Leaders propose cost requirements in carrying out service tasks to the community, receiving a response of 52%. 6) Employees propose cost requirements in carrying out service tasks to the community, receiving a response of 64%. 7) Leaders determine material needs in carrying out service tasks to the community, receiving a response of 52%. 8) Leaders propose material needs in carrying out service tasks to the community, receiving a response of 76%. 9) Employees propose material needs in carrying out service tasks to the community, receiving a response of 84%. 10) Leaders determine work equipment needs in carrying out service tasks to the community, receiving a response of 80%. 11) Leaders propose work equipment needs in carrying out service tasks to the community, receiving a response of 52%. 12) Employees propose work equipment needs in carrying out service tasks to the community, receiving a response of 52%. 13) Leaders determine work methods and procedures in carrying out service tasks to the community, receiving a response of 64%. 14) Employees comply with work methods and procedures set in carrying out service tasks to the community, receiving a response of 80%.

The results showed that to achieve the objectives of providing services to the community, leaders strive for the availability and qualifications of employees to support the implementation of services and are supported by the fulfillment of material needs and work equipment used based on the methods and work procedures established at the Population and Civil Registration Office of Ambon City.

4.8 Assessment and Decision-Making in Prioritizing Leadership Effectiveness Based on Pela Gandong Values

The assessment of the effectiveness of leadership based on *Pela Gandong* values is very important for decision-making from a scientific point of view which is the focus of consideration in determining certain priorities that become choices following predetermined standards as a fixed certainty that are valuable and underlies the interpretation of research results described objectively, clearly and focused. Assessment and decision-making in determining priorities for strengthening leadership effectiveness based on *Pela Gandong* values with the percentage of Average Achievement (C_{RR}) and Sociometrically according to the Index of Preferred Status (ISP) are shown in the matrix below.

Table 1. Prioritization Assessment and Decision Making

Assessment and Prioritization Decision-Making on Leadership Effectiveness Based on *Pela Gandong* Values				
Carrying out Tasks				
CRR Amount	**Assessment**	**Decision**	**ISP**	**Priority**
72%	Strong	Can Still Be Improved	3	V
Understand Regulations, Standards, and Work Procedures				
CRR Amount	**Assessment**	**Decision**	**ISP**	**Priority**
70%	Strong	Can Still Be Improved	2.91	III
Utilizing Equipment				
CRR Amount	**Assessment**	**Decision**	**ISP**	**Priority**
62%	Strong	Can Still Be Improved	2.58	I
Organization Carrying out Tasks				

Assessment and Prioritization Decision-Making on Leadership Effectiveness Based on *Pela Gandong* Values				
CRR Amount	**Assessment**	**Decision**	**ISP**	**Priority**
71%	Strong	Can Still Be Improved	2.95	IV
Security Training and Safety				
CRR Amount	**Assessment**	**Decision**	**ISP**	**Priority**
70%	Strong	Can Still Be Improved	2.91	III
Costs involved in carrying out tasks				
CRR Amount	**Assessment**	**Decision**	**ISP**	**Priority**
71%	Strong	Can Still Be Improved	2.95	IV
Availability of Organizational Resources				
CRR Amount	**Assessment**	**Decision**	**ISP**	**Priority**
67%	Strong	Can Still Be Improved	2.79	II

The assessment and decision-making according to the matrix described above are detailed as follows:

a. The effectiveness of leadership based on *Pela Gandong* values regarding carrying out public service tasks with C_{RR} 72% is considered strong. The final decision is that it can be improved with ISP 3 priority to V.

b. The effectiveness of leadership based on *Pela Gandong* values in understanding regulations, standards, and work procedures for public services with C_{RR} 70% is considered strong. The final decision is that it can be improved with an ISP of 2.91 priority III.

c. The effectiveness of leadership based on *Pela Gandong* values in using public service equipment with C_{RR} 62% is considered sufficient. The final decision taken is that it can be improved with ISP 2.58 priority I.

d. The effectiveness of leadership based on *Pela Gandong* values regarding the organization carrying out public service tasks with C_{RR} 71% is considered strong. The final decision is that it can be improved with an ISP of 2.95 priority to IV.

e. The effectiveness of leadership based on *Pela Gandong* values regarding security training and safety of public service security with C_{RR} 70% is considered strong. The final decision taken is that it can be improved with ISP 2.91 priority III.

f. The effectiveness of leadership based on *Pela Gandong* values in requiring costs in carrying out public service tasks with C_{RR} 71% is considered strong. The final decision is that it can be improved with ISP 2.95 priority to IV.

g. The effectiveness of leadership based on *Pela Gandong* values regarding the availability of public service organization resources with C_{RR} 67% is considered strong. The final decision taken is that it can be improved with ISP 2.79 priority II.

5. Discussion

The effectiveness of leadership based on *Pela Gandong* values plays a very important role in today's modern organizations. In this case, the organization plays a very important role in advancing and succeeding the organization. Therefore, leadership effectiveness based on *Pela Gandong* values is seen as having a major influence on the success of an organization. Without leadership, it will move slowly, stagnate, and lose its way, even ineffective. Therefore, in terms of content, the orientation of leadership effectiveness based on *Pela Gandong* values leads to the success of realized public services. Assessment of the effectiveness of leadership based on *Pela Gandong* values at the Population and Civil Registration Office of Ambon City is very important for decision-making from a scientific point of view which is the focus of consideration in determining certain priorities that become choices according to predetermined standards as a fixed certainty that is valuable and underlies the interpretation of research results described objectively, clearly and focused. Assessment and decision-making are scientific and are very important in research as an output of the process that brings useful results for follow-up development (Koh & Higgins, 2018). (Koh & Higgins, 2018).

The results of research related to the effectiveness of leadership based on *Pela Gandong* values at the Population and Civil Registration Office of Ambon City focused on seven aspects of orientation, namely carrying out tasks, understanding regulations, standards, and work procedures, utilizing equipment, carrying out organizational tasks, security training and safety, requiring costs in carrying out tasks. The availability of organizational resources received an assessment with a strong average. It means that the effectiveness of leadership based on *Pela Gandong* values in the Population and Civil Registration Office of Ambon City has been effective.

Assessment and decision-making show that the effectiveness of leadership based on *Pela Gandong* values in carrying out public service tasks with C_{RR} 72% is considered strong, and the final decision taken is that it can be improved with ISP 3 priority V, namely the effectiveness of leadership based on *Pela Gandong* values in carrying out public service tasks is improved as a strengthening of service delivery to the community and can build commitment and consistency in the implementation of public service tasks that are concentrated on serving the needs and interests of the community optimally.

Foster a strong sense of ownership and become its motivation in carrying out tasks by making improvements responsibly. (Saeed et al., 2017). More is needed for the leader to make orders as a means of change, but the real action of the leader in carrying out his duties and functions as the main manager. It means that the leader's main role is to mobilize employees in synergy to realize quality public services to the community.

The effectiveness of leadership based on *Pela Gandong* values in understanding the rules, standards, and work procedures of public services with a C_{RR} of 70% is considered strong. The final decision taken is that it can be improved with an ISP of 2.91 priority III, namely the effectiveness of leadership based on *Pela Gandong* values in carrying out public service tasks emphasizes more on the ability of leaders to use their authority according to the rules, standards, and work procedures that are understood and enforced in carrying out public service tasks. Leaders' ability is relied upon in providing direction and reinforcement to employees about regulations, standards, and work procedures optimally so that they can understand and work well in realizing fair and procedural services. It is referred to as procedural justice, which means that all employees must be treated equally, with no discrimination in job assignment procedures and employee perceptions of how fairly they will be treated in their job skills and performance in providing services to the community. (Herd et al., 2016).

The effectiveness of leadership based on *Pela Gandong* values in utilizing equipment for public services with C_{RR} 62% is considered strong. The final decision taken is that it can be improved with ISP 2.58 priority I, namely the effectiveness of leadership based on *Pela Gandong* values in utilizing equipment for public services prioritizes the completeness of the equipment needed. It must be fulfilled in supporting the smooth process of public services appropriately. To understand every advantage and disadvantage of equipment, leaders must understand the advantages and disadvantages of technology in overcoming obstacles to public services. (Dannheim et al., 2022). The responsibility of the leadership is to make every effort to provide equipment following the capacity of employees in carrying out service tasks to the community.

The effectiveness of leadership based on *Pela Gandong* values in organizations carrying out public service tasks with C_{RR} 71% is considered strong. The final decision taken is that it can be improved with ISP 2.95 priority IV, namely the effectiveness of leadership based on *Pela Gandong* values in organizations carrying out public service tasks is driven by leaders in building cooperation with employees in every implementation of service tasks to the community following applicable provisions and procedures to achieve goals. However, tasks that still face obstacles are overcome through strategic steps that facilitate their completion to achieve expectations in fulfilling public services that provide satisfaction for service recipients.

The effectiveness of leadership based on *Pela Gandong* values in training and public service security safety with C_{RR} 70% is considered strong. The final decision taken is that it can be improved with ISP 2.91 priority III, namely the effectiveness of leadership based on *Pela Gandong* values which prioritize the implementation of training in improving the abilities and skills of employees according to their fields or specifications that can support the full implementation of public service tasks. Especially

the action to develop and use the necessary abilities and skills through a planned and sustainable program for public services. (Teame et al., 2022). In addition, the full attention of the leadership in ensuring workplace safety and security for the implementation of service tasks to the community to create work safety and comfort for employees and the people served in the public service process.

The effectiveness of leadership based on *Pela Gandong* values in requiring costs in carrying out public service tasks with C$_{RR}$ 71% is considered strong. The final decision is that it can be improved with ISP 2.95 priority IV, namely the effectiveness of leadership based on *Pela Gandong* values oriented towards meeting the costs required in carrying out public service tasks. The leadership organizes and adjusts all the costs of carrying out tasks according to the needs of service to the community. Leaders are responsible for managing the costs or service budget for constructive development and meeting the community's needs. (Stuber et al., 2021). Cost requirements are regulated in detail according to activities and maintain a balance in the efficient use of costs so that service tasks to the community can be properly operationalized and fulfilled as a whole in the implementation process.

The effectiveness of leadership based on *Pela Gandong* values in the availability of organizational resources for public services with C$_{RR}$ 67% is considered strong. The final decision taken is that it can be improved with ISP 2.79 priority II, namely the effectiveness of leadership based on *Pela Gandong* values which are improved in managing and utilizing organizational resources in supporting the achievement of public service goals. Leaders are required to manage organizational resources to meet service needs efficiently.

Know and utilize what resources are available because resources in regulation and management are inseparable from risks and the possibility of facing resistance that will lead to change (Alsaqqa & Akyürek, 2021). The arrangement and management must be carried out by the leadership systematically so that it is allocated proportionally in ensuring and fulfilling the implementation of service tasks to the community as expected. In addition, leaders must address the demands of change organizationally to know, understand, research, and apply what should be done to improve the quality of services at the Population and Civil Registration Office of Ambon City.

If displayed as a sociogram, the research findings above will result in a format for strengthening and increasing the effectiveness of leadership based on *Pela Gandong* values in the Population and Civil Registration Office of Ambon City, as illustrated in the figure below.
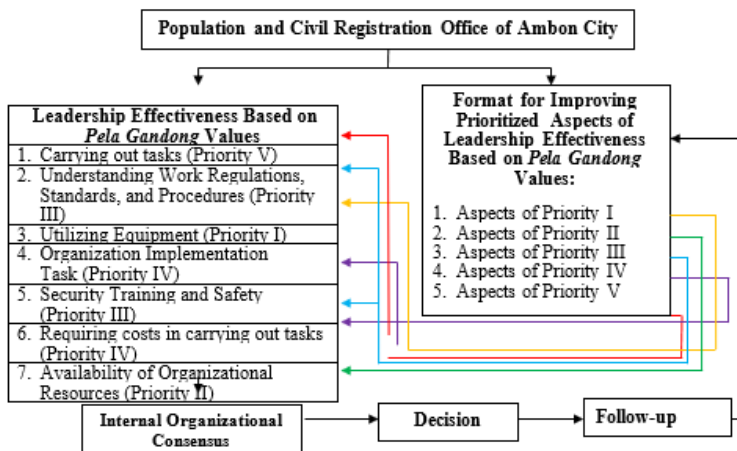

Figure 2. Sociogram of Strengthening and Improving Leadership Effectiveness Based on Pela Gandong Values at the Population and Civil Registration Office of Ambon City

The sociogram mentioned above instructs on strengthening and improving leadership effectiveness based on *Pela Gandong* values in the Population and Civil Registration Office of Ambon City. The process is carried out in the form of a format for strengthening and improving aspects that are prioritized through an agreement in determining them according to the needs of employees in carrying out service tasks that have been considered to be maximized. Determining the aspects of improvement and enhancement prioritized through an agreement reached in consensus at the institutional level while still paying attention to its suitability with the following research findings:

1. The effectiveness of leadership based on *Pela Gandong* values determines the implementation of employee duties in realizing services to the community at the Population and Civil Registration Office of Ambon City.
2. The effectiveness of leadership based on *Pela Gandong* values determines the understanding of regulations, standards, and work procedures in realizing services to the community at the Population and Civil Registration Office of Ambon City.
3. The effectiveness of leadership based on *Pela Gandong* values determines the use of equipment in realizing services to the community at the Population and Civil Registration Office of Ambon City.
4. The effectiveness of leadership based on *Pela Gandong* values determines the organization's task in realizing services to the community at the Population and Civil Registration Office of Ambon City.
5. The effectiveness of leadership based on *Pela Gandong* values determines security training and safety in realizing services to the community at the Population and Civil Registration Office of Ambon City.
6. The effectiveness of leadership based on *Pela Gandong* values determines the cost of carrying out tasks in realizing services to the community at the Population and Civil Registration Office of Ambon City.
7. The effectiveness of leadership based on *Pela Gandong* values determines the availability of organizational resources in realizing services to the community at the Population and Civil Registration Office of Ambon City.

As it is known that the research findings have given birth to empirical facts as a follow-up to the effectiveness of leadership based on *Pela Gandong* values that determine the implementation of tasks, the use of equipment, understanding of regulations, standards, and work procedures, the organization carrying out tasks, security training and safety, cost requirements in carrying out tasks, and the availability of resources in organizational units, which means that through internal organizational consensus that gives birth to decisions in strengthening and improving, it must be realized to the maximum. Suppose the strengthening and improvement are carried out properly, and its sustainability is guaranteed. In that case, it will obtain maximum results for the progress of public services at the Population and Civil Registration Office of Ambon City, especially for leaders in applying the leadership values of the Ambon people, which are reflected in the values of *Pela Gandong*, namely *kapitane, masohi, and arika,* which are the motivation for leaders in carrying out service tasks to the community.

6. Conclusions

The effectiveness of leadership based on *Pela Gandong* values at the Population and Civil Registration Office of Ambon City focuses on seven aspects of orientation, namely carrying out tasks, understanding regulations, standards, and work procedures, utilizing equipment, the organization carrying out tasks, security training and safety, requiring costs in carrying out tasks, and the availability of organizational resources received an assessment with a strong average. The effectiveness of leadership based on *Pela Gandong* values in the Population and Civil Registration Office of Ambon City is going well or effective in realizing services to the community. The effectiveness of leadership based on *Pela Gandong* values depends on the availability of organizational

resources demonstrated through attitudes: 1) Commitment and consistency in the implementation of service tasks, needs, and interests of the community optimally; 2) Leadership ability in the implementation of public service tasks and the use of authority according to procedures; 3) Fully responsible for providing services to the community; 4) Able to face and overcome every service activity through strategic steps; 5) Conduct training to improve employee abilities and skills in maximum public service efforts; 6) Oriented to the fulfillment of the costs required in public services; and 7) Utilizing organizational resources in supporting the achievement of service goals.

The suggestions that can be put forward are 1) The effectiveness of leadership based on *Pela Gandong* values should be maximally realized in public services, especially in applying rewards and punishments to develop effective leadership concepts. 2) Leadership effectiveness based on *Pela Gandong* values should be implemented by leaders in applying *Pela Gandong* values, namely *kapitane, masohi, and arika*, for employees to carry out service tasks to the community and create excellent service. 3) Operationalizing the concept of leadership effectiveness based on *Pela Gandong* values in implementing and realizing full public services at the Population and Civil Registration Office of Ambon City.

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