

The Role of Organizational Leadership to Improving Effectiveness of Public Administration in The Cirebon City *Disdukcapil*

Ros Awaliyah Rosadah¹, Vita Dhameria^{2*}, Eliyawati¹, Susi Sugiyarsih¹

^{1*} Universitas 17 Agustus 1945 Cirebon, Cirebon, Indonesia

² Universitas Jenderal Achmad Yani, Cimahi, Indonesia



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ABSTRACT

Objective: This study aims to analyze the influence of organizational leadership on the effectiveness of public administration in the Population and Civil Registration Office (*Disdukcapil*) of Cirebon City. **Method:** The population in this study included all employees and leaders of the Cirebon City *Disdukcapil*, and using the census method, questionnaires were distributed to 28 respondents. **Results:** The results of simple linear regression analysis show that organizational leadership has a positive and significant effect on public administration effectiveness, as indicated by a regression coefficient value of 0.425 and a significance value of 0.001. The ANOVA test also reinforces this finding with a calculated F value of 12.823 and a significance value of 0.001 (< 0.05). **Novelty:** These findings indicate that visionary, participatory, and innovative leadership are key factors in improving the performance of responsive and high-quality public services, as well as strengthening public trust in population service institutions in the digital age.

INTRODUCTION

Public administration is an important part of effective government operations. The Population and Civil Registration Office (*Disdukcapil*) of Cirebon City has a major responsibility to provide quality and timely public services. Therefore, the effectiveness of public administration at *Disdukcapil* greatly affects the level of public satisfaction and the quality of public services received by citizens.

Despite the strategic nature of *Disdukcapil*'s tasks, it frequently faces challenges in effectively managing administration and fulfilling community needs. The goal of optimal public service can be hindered by several obstacles, such as limited resources, inadequate infrastructure, and complex bureaucracy (Gołębiowska & Przychocka², 2023; Wojciechowski et al., 2023; Zolak Poljašević et al., 2025). Organizational leadership is crucial in managing human resources, creating effective policies, and fostering a work environment that supports the achievement of good public administration goals (Heriyono & Dhameria, 2025; Pimdee, 2020; Roberts et al., 2009; Sott & Bender, 2025). Not only a leader's ability to make decisions, but also how they motivate and encourage their employees to do their jobs well is a sign of good organizational leadership (Christoffel et al., 2022; Insyira & Purnamasari, 2024). The effectiveness of public administration can be greatly influenced by the leadership style applied, such as transformational leadership, which emphasizes open communication, shared vision, and individual empowerment (Ma, 2016; Monna et al., 2022; Supawanhar et al., 2024).

Organizational leadership plays a central role in determining the effectiveness of public administration, especially in institutions that have direct responsibility to the community, such as the Cirebon City Population and Civil Registration Office. As an

institution at the forefront of population administration services, the effectiveness of *Disdukcapil* depends not only on existing systems and procedures but also on the ability of its leaders to direct, motivate, and empower employees to work with high commitment and integrity. In this context, transformational leadership is key because it can create an organizational culture that is adaptive to change, open to innovation, and oriented towards improving the quality of public services. Thus, the effectiveness of public administration at *Disdukcapil* is greatly influenced by the extent to which leaders can implement transformational leadership values in their daily managerial practices. A leadership style that emphasizes a shared vision, open communication, and individual empowerment will encourage optimal employee performance, increase public trust, and strengthen the image of the institution as a professional service provider that is responsive to the needs of the community.

Therefore, this research is important to examine in depth how the role of organizational leadership can improve the effectiveness of public administration in the *Disdukcapil* of Cirebon City, as well as to identify relevant leadership challenges and strategies in efforts to realize quality public services oriented towards community satisfaction. This research is novel in the context of applying organizational leadership to the effectiveness of public administration in local government agencies, particularly in the Cirebon City *Disdukcapil*. Although a number of previous studies have discussed the relationship between leadership and public organizational performance, most of them still focus on general aspects of government or central institutions, rather than public service units that interact directly with the community. This study offers a more specific approach by examining the implementation of transformational leadership values in the context of population administration services, such as service digitalization, increased service speed, and strengthened public accountability. Thus, this study contributes new insights to the development of leadership theory and practice in the public sector that is oriented towards excellent service and bureaucratic innovation.

The urgency of this research lies in the real need to improve the effectiveness of public administration amid increasing public demands for fast, accurate, and transparent public services. *Disdukcapil*, as the institution that represents the local government in providing basic services, faces serious challenges such as limited human resources, infrastructure, and bureaucratic complexity. In these circumstances, strong, adaptive, and visionary organizational leadership is a key factor in ensuring that every official has the commitment and motivation to carry out their service duties. The results of this study are expected to serve as empirical and practical references for local governments in formulating strategies to strengthen leadership capacity and reform the public administration system towards effective governance oriented towards public satisfaction.

Thus, this study aims to examine the role of organizational leadership in improving the effectiveness of public administration in the Cirebon City *Disdukcapil*, as well as how leadership elements can influence public administration performance that focuses on better service and is oriented towards community needs. In addition, this study will investigate the difficulties faced by leaders at *Disdukcapil* in implementing administrative policies, as well as the efforts that have been made to overcome these difficulties. The

research question in this study is how does the role of organizational leadership influence the effectiveness of public administration at *Disdukcapil* Kota Cirebon?

Leader's ability to influence, direct, and motivate members of an organization to achieve common goals is known as organizational leadership (Hanandeh et al., 2024; Noruzy et al., 2012; Sott & Bender, 2025). An individual who influences a group of people to achieve specific goals is referred to as a leader (Fahmi et al., 2025; Tai, 2012). Effective leadership requires the ability to communicate well, make wise decisions, and build trust (Judge & Piccolo, 2004; Koryak et al., 2015; Ruzgar, 2018).

In public administration, the transformational leadership model is most relevant. Transformational leadership can encourage and motivate employees to achieve greater goals through empowerment, individual development, and a vision that drives change (Leng et al., 2015; Vargas, 2015). This type of leadership is very important for managing public institutions such as *Disdukcapil*, which has a direct relationship with public services (Haikal et al., 2023; Haryani et al., 2024; Hasibuan et al., 2024; Ruzgar, 2018). Organizational leadership is vital for the progress and success of an organization. An organization must have a clear vision and mission, decision-making capabilities, staff empowerment, and the ability to lead change (Donate & Sánchez de Pablo, 2015; Juliana et al., 2023). This vision and mission provide clear direction and goals for the organization, enabling all its components to work together (Fahmi et al., 2025; Judge & Piccolo, 2004; Meng, 2016; Vargas, 2015). Leadership that is responsive to service issues and needs is demonstrated by quick, accurate, and data-driven decision-making. In addition, employee empowerment is essential to creating a participatory work environment that allows every employee to contribute (Insyira & Purnamasari, 2024; Judge & Piccolo, 2004).

Organizational leadership is an important ability that enables a leader to influence, direct, and motivate members of the organization to achieve common goals. In the context of public administration, such as in the *Disdukcapil* agency, the transformational leadership model is the most relevant because it can encourage positive change through empowerment, effective communication, and individual development. Leaders who have a clear vision and mission, are able to make data-driven decisions, and are responsive to public service needs will create a collaborative and results-oriented work environment. Thus, strong and transformational organizational leadership is key to improving performance, public service quality, and organizational sustainability.

The extent to which government organizations can achieve their objectives in providing services to the public is referred to as the level of public administration effectiveness. The quality, efficiency, and convenience of services provided to the public can be used to measure public administration effectiveness (Gołębiowska & Przychocka, 2023). The speed of processing civil registration documents, data accuracy, and the level of public satisfaction with the services provided are some ways to measure the effectiveness of public administration in the Civil Registration Office. Human resources, effective leadership, operational procedures, and the use of technology are some of the components that influence public administration performance. Public organizations tend to have higher levels of effectiveness if they are managed with good leadership, accompanied by clear procedures and technological support (Meier et al., 2023).

Leadership is very important in determining the effectiveness of public administration. Effective leadership can set clear goals, encourage employees to do their jobs well, and oversee necessary changes in public organizations (Dhameria & Ghozali, 2020; Heriyono & Dhameria, 2025). Effective leaders can also build harmonious relationships with their subordinates, resulting in higher morale and better service quality (Donate & Sánchez de Pablo, 2015; Muethel & Hoegl, 2013; Saputra & Rosyida, 2020; Tuan et al., 2022).

Leadership based on participation and cooperation can improve the efficiency of public organizations (Ardiansyah & Ratnamiasih, 2021; Mehra et al., 2006). Leaders who are open to employee input can increase productivity in the workplace and improve decision-making processes. Inclusive and visionary leadership can improve the quality of public services and speed up administrative processes (Ruzgar, 2018; Wart, 2003). Transformational leadership applied by leaders in the *Disdukcapil*, which provides continuous training to staff and rewards top performance, has been shown to reduce waiting times and improve data accuracy (Judge & Piccolo, 2004; Noruzy et al., 2012). This is one of the factors that increases work motivation and public administration performance. This can be achieved through the implementation of a digital-based information system, which speeds up administrative processes and reduces human errors related to population data management (Gołębiowska & Przychocka2, 2023; Gultom et al., 2024; Rainey, 2000; Ruzgar, 2018). Although leadership is very important, public administration often faces several problems, particularly in terms of human resource management, limited budgets, and complex regulations (Koryak et al., 2015; Roberts et al., 2009). The lack of technical skills among administrative staff and the lack of innovation in system management can hamper administrative performance. Furthermore, major obstacles to improving the effectiveness of public administration include the suboptimal use of information technology and the lack of public participation in evaluating services (Fernandez et al., 2010; Pieterston et al., 2007; Wojciechowski et al., 2023). To improve the effectiveness of public administration, organizational leadership is essential, especially in the case of *Disdukcapil*. Transformational leadership that emphasizes empowerment, motivation, and the use of technology has great potential to improve the quality of public services. However, to achieve the highest level of administrative effectiveness, there are still issues that need to be addressed, such as system management that needs to be improved and limited resources (Gołębiowska & Przychocka2, 2023; Ouabi et al., 2024; Whelan & Markless, 2012; Wojciechowski et al., 2023).

The effectiveness of public administration is highly dependent on the quality of organizational leadership that can direct, motivating, and empowering human resources to achieve public service objectives optimally. Visionary and transformational leadership plays an important role in improving service efficiency through the application of technology, improving employee competence, and creating a collaborative work culture. With strong leadership, public organizations such as *Disdukcapil* can accelerate administrative processes, improve data accuracy, and encourage public satisfaction with the services provided. However, this effectiveness still faces challenges such as limited resources, low innovation, and suboptimal use of technology. Therefore, improving leadership capacity and strengthening digital-based administrative systems are strategic

steps to realize a more effective public administration that is adaptive to the needs of modern society.

RESEARCH METHOD

This study uses a quantitative research design with a causal-comparative approach. The main objective of this study is to discover and analyze the relationship between existing variables and how organizational leadership affects the effectiveness of public administration in the Cirebon City *Disdukcapil* environment. In addition, this study also examines how organizational leadership affects the effectiveness of public administration.

The population in this study consists of all employees and leaders at the Cirebon City *Disdukcapil* who are involved in the public administration process, including administrative staff and managers. The population in this study consists of 28 employees. The sample size for this study involves all employees of the Cirebon City Population and Civil Registration Office. The sampling technique used in this study was the census method (total sampling). This method was chosen because the population size was relatively small, namely only 28 employees at the Cirebon City Population and Civil Registration Office (*Disdukcapil*), so that all members of the population were included in the research sample. By using the census method, researchers can obtain more accurate and representative data because every individual in the population participates as a respondent. This technique also allows researchers to conduct a comprehensive analysis of the perceptions, experiences, and views of all employees regarding the role of organizational leadership in improving the effectiveness of public administration at the Cirebon City *Disdukcapil*.

Organizational leadership (covering aspects such as a clear vision and mission, decision-making, staff empowerment, and the ability to lead change) (Donate & Sánchez de Pablo, 2015; Judge & Piccolo, 2004; Vargas, 2015). Public Administration Effectiveness (measured through service speed, data accuracy, public satisfaction, technology use, and efficient administrative processes) (Heriyono & Dhameria, 2025; Wojciechowski et al., 2023; Zolak Poljašević et al., 2025).

Data collection was conducted through the distribution of questionnaires to a predetermined sample. The questionnaires were distributed directly to Cirebon City *Disdukcapil* employees, both face-to-face and online. In addition, in-depth interviews were also conducted with several leaders to obtain in-depth qualitative information about the role of leadership in administration.

The data obtained from the questionnaires will be analyzed using descriptive statistical analysis and linear regression analysis using SPSS 25 to test the relationship between independent and dependent variables. Descriptive statistical analysis is used to describe the characteristics of respondents and data distribution, while regression analysis is used to test the influence of organizational leadership on the effectiveness of public administration.

RESULTS AND DISCUSSION

Results

This study involved 28 respondents consisting of employees and leaders at the Population and Civil Registration Office (*Disdukcapil*) of Cirebon City. Based on gender, the respondents consisted of 12 men (42.86%) and 16 women (57.14%). This shows that the majority of respondents in this study were women. This composition reflects the gender structure in the work environment of the *Disdukcapil* of Cirebon City, which tends to be dominated by female employees, especially in administrative positions.

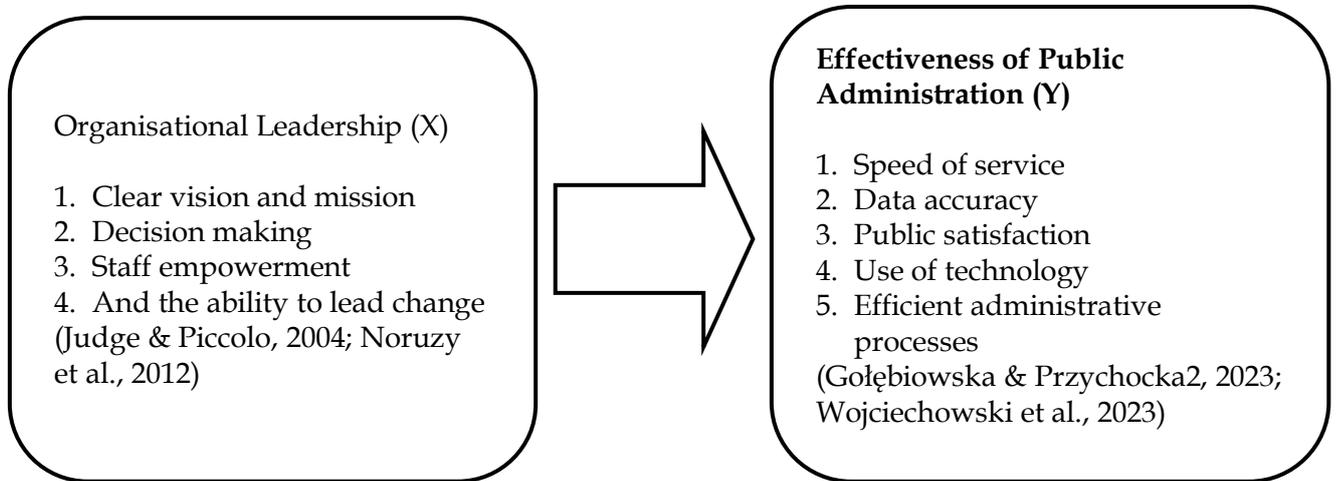


Figure 1. Paradigms of Thought on Organizational Leadership and the Effectiveness of Public Administration

Table 1. ANOVA

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.164	1	13.164	12.823	.001 ^b
	Residual	26.693	26	1.027		
	Total	39.857	27			

a. Dependent Variable: y

b. Predictors: (Constant), x

Based on the results of the ANOVA (Analysis of Variance) test, a calculated F value of 12.823 was obtained with a significance value (Sig.) of 0.001. Since the significance value is less than 0.05, it can be concluded that the regression model as a whole is significant. This means that the organizational leadership variable has a real effect on the effectiveness of public administration. This regression model is suitable for explaining the relationship between organizational leadership and the effectiveness of public services at the Cirebon City *Disdukcapil*. This shows that changes or improvements in leadership aspects, such as clarity of vision and mission, decision-making ability, staff empowerment, and the ability to lead change, contribute significantly to improving service speed, data accuracy, public satisfaction, technology utilization, and administrative process efficiency. Thus, organizational leadership has been proven to be an important factor in supporting the creation of effective public administration.

Table 2. Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	6.763	1.495		4.525	.000
x	.425	.119	.575	3.581	.001

a. Dependent Variable: y

Based on the results of the simple linear regression test shown in the Coefficients table, it is known that the independent variable of organizational leadership (X) has a significant effect on the dependent variable of public administration effectiveness (Y). The calculation results show that the regression coefficient value is 0.425 with a significance value (Sig.) of 0.001, which is smaller than the significance level of 0.05. This means that organizational leadership has a positive and significant effect on public administration effectiveness. The t-value of 3.581 also shows that the organizational leadership variable has a statistically significant effect on public administration effectiveness. The standard beta value of 0.575 indicates that the strength of the influence of organizational leadership on public administration effectiveness is quite strong. In addition, the constant value of 6.763 indicates that if there is no influence from organizational leadership (X=0), then public administration effectiveness is estimated to remain at a value of 6.763. This can be interpreted to mean that there are other factors outside of organizational leadership that also contribute to public administration effectiveness, but leadership remains one of the dominant factors. Thus, it can be concluded that the higher the quality of organizational leadership as demonstrated through a clear vision and mission, appropriate decision-making, staff empowerment, and the ability to lead change, the higher the effectiveness of public administration at the Cirebon City *Disdukcapil*. This effectiveness is reflected in increased service speed, data accuracy, public satisfaction, use of information technology, and administrative process efficiency.

Discussion

The Influence of Organizational Leadership on the Effectiveness of Public Administration

Organizational leadership plays a very important role in improving the effectiveness of public administration at the Cirebon City Population and Civil Registration Office. As an institution focused on population administration services, such as the issuance of identity cards, family cards, and birth certificates, *Disdukcapil* requires leadership that is capable of directing, organizing, and motivating civil servants to provide fast, accurate, transparent, and accountable services. A leader with strategic vision and good communication skills will be able to foster a professional work culture and create an environment conducive to improving employee performance.

In the context of transformational leadership theory, leaders who are able to inspire and encourage innovation will drive positive change in the public administration system. This is in line with the principles of effective public administration, which include responsiveness, efficiency, regulatory compliance, and accountability. For example, the

consistent implementation and monitoring of digital-based service systems or online services by leaders will accelerate service processes and reduce public complaints (Yang, 2024). Leaders who set an example in integrity and discipline can also increase employee motivation, which in turn has a positive impact on the quality of public services (Judge & Piccolo, 2004; Meier et al., 2023; Rainey, 2000; Wart, 2003).

Therefore, it can be concluded that strong, visionary, and responsive organizational leadership can be the main driver in realizing effective public administration at the Cirebon City *Disdukcapil*. Good leadership not only influences the internal workings of the bureaucracy but also increases public satisfaction with the services provided. In the long term, this will contribute to the achievement of better governance and a focus on excellent public services.

Organizational leadership has a strategic role in improving the effectiveness of public administration at the Cirebon City *Disdukcapil*. Visionary, communicative, and inspirational leaders are able to direct civil servants to work professionally, transparently, and accountably in providing population administration services such as ID cards, family cards, and birth certificates. Through a transformational leadership approach, leaders not only manage human resources but also become agents of change who encourage innovation, strengthen collaboration, and ensure the application of digital technology to accelerate and streamline public service processes. In addition, leadership that is responsive to community needs and results-oriented plays an important role in building a productive work culture and increasing public trust. Employee empowerment, data-driven decision-making, and consistency in upholding integrity are indicators of effective leadership that directly contribute to improving the quality of public services. Thus, strong and transformational organizational leadership can be the driving force behind the creation of an efficient, adaptive, and community-oriented public administration.

CONCLUSION

Fundamental Finding: Based on the results of simple linear regression testing, it is known that the organizational leadership variable has a positive and significant effect on the effectiveness of public administration in the Cirebon City *Disdukcapil*. This is indicated by a regression coefficient value of 0.425 with a significance level of 0.001, which means that every increase in organizational leadership will be followed by an increase in the effectiveness of public administration. In addition, the ANOVA test results show that the regression model used is statistically significant with a calculated F value of 12.823 and a significance value of 0.001 (less than 0.05). This indicates that, overall, the regression model is able to explain the strong relationship between organizational leadership and public administration effectiveness. Thus, it can be concluded that organizational leadership is an important factor that significantly affects public service effectiveness, particularly in terms of service speed, data accuracy, public satisfaction, technology use, and administrative efficiency in the environment of the Cirebon City *Disdukcapil*. **Limitation:** This study is still limited to the study of public administration at the Population and Civil Registration Office of Cirebon City (*Disdukcapil*). **Future Research:** Further research should include other variables such as organizational culture, employee motivation, human resource management, and the level of digital technology adoption. In addition, more complex analytical methods such as Structural Equation Modelling (SEM) should be used. The scope of the research should also be expanded to

other government agencies. It is also important for future research to explore the role of digital leadership.

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Ros Awaliyah Rosadah

Business Administration Study Program, Faculty of Social and Political Sciences
Universitas 17 Agustus 1945 Cirebon
Address: Jl. Perjuangan No. 17 Karyamulya, Kecamatan Kesambi, Kota Cirebon, Jawa Barat, 45131, Indonesia
Email: awaliyah.rosadah22@gmail.com

***Vita Dhameria (Corresponding Author)**

Management Study Program, Faculty of Economics and Business
Universitas Jenderal Achmad Yani Cimahi
Address: Jl. Terusan Jenderal Sudirman Cibeber, Kecamatan Cimahi Selatan, Kota Cimahi, Jawa Barat 40525, Indonesia
Email: vitadhamera@mn.unjani.ac.id

Eliyawati

D3 Accounting Study Program, Faculty of Economics and Business
Universitas 17 Agustus 1945 Cirebon
Address: Jl. Perjuangan No. 17 Karyamulya, Kecamatan Kesambi, Kota Cirebon, Jawa Barat, 45131, Indonesia
Email: eliyawati3@gmail.com

Susi Sugiyarsih

Business Administration Study Program, Faculty of Social and Political Sciences
Universitas 17 Agustus 1945 Cirebon
Address: Jl. Perjuangan No. 17 Karyamulya, Kecamatan Kesambi, Kota Cirebon, Jawa Barat, 45131, Indonesia
Email: ssugiyarsih@gmail.com

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