

## LEADERSHIP OF THE SUB-DISTRICT HEAD IN PREVENTING THE SPREAD OF NEW DIRECTION RADICALISM IN POSO KOTA SUB-DISTRICT, POSO DISTRICT

Ani Susanti<sup>1)\*</sup>, Rivaldi Perdana Bagenda<sup>2)</sup>, Nasir Mangangsing<sup>3)</sup>  
*Universitas Tadulako Palu, Indonesia<sup>1)\*</sup>*  
*Email: susantiani217@yahoo.com<sup>1)\*</sup>*

### Article History

Received: 29 May 2024

Accepted: 1 June 2024

Published: 7 August 2024

### Abstract

This research investigates the role of sub-district leadership in mitigating the spread of new direction radicalism in Poso District, Poso Regency City. The urgency and significance of this study lie in addressing the escalating radicalism threats in the region. The research method employed is a qualitative approach using a descriptive case study method. Data were collected through in-depth interviews with six informants, field observations, and document analysis. The findings reveal that the instructional leadership style is effective, evidenced by structured communication and community engagement. The consultative leadership style is also successful, involving diverse community and religious groups. Additionally, the participative leadership style supports policy implementation through religious lectures, while the delegation leadership style empowers subordinates to address radicalism prevention. The study recommends enhancing leadership strategies to sustain these efforts.

**Keywords:** Leadership, Radicalism Prevention, Poso District, Community Engagement, Qualitative Study

### A. INTRODUCTION

Indonesia is a country that consists of various tribes, races, cultures and even religions that grow within it and also upholds diversity and diversity as the nation's motto. The Indonesian nation adheres to the ideology of Pancasila which can form national unity and integrity from Sabang to Merauke, from Miangas to the islands. Memorization of this provides a plus for the Indonesian people, but in togetherness it results in increasingly intensive encounters between human groups. One of them is friction between different religions and even within the religion itself.

When we focus on religion, there is actually an interesting phenomenon in relations between religious communities in Indonesia. An interesting phenomenon because the majority of Indonesian society always conditions itself in majority-minority relations, especially when it is related to religious matters. This has been proven in the long history of the nation's journey as well as concrete experiences that exist in the reality of Indonesian society. This reality appears again through the humanitarian events currently being faced by all levels of Indonesian society.

Radicalism, anarchism or violence with religious nuances tends to continue to increase or at least appear and subside in recent years. Radicalism which causes conflict and social violence with religious nuances and backgrounds continues to spread. The increasing radicalism in religion in Indonesia tends to be based on religious ideology (especially Islam),

even though the axis of radicalism can arise from anywhere, such as economic, political, social and so on.

Radicalism which leads to terrorism is an important problem, especially for the Indonesian people. Various acts of terror and bombings have caused Islam to be labeled as a religion that favors violence which is considered "holy" to spread it. Even though this can be easily countered, the fact that the perpetrator of the terror was a hardline Muslim weighs heavily on the psychology of the Indonesian people today. Therefore, the role of various parties in overcoming the development of radical ideology in Indonesia, especially in Poso Regency, is highly expected.

Radicalism is an ideology created by a group of people who want drastic social and political change or reform using violent means. However, when viewed from a religious perspective, it can be interpreted as a religious understanding which refers to a very basic religious foundation with very high religious fanaticism, so that it is not uncommon for adherents of this understanding/sect to use violence against people of different understandings/sects to actualize their religious understanding. embraced and believed to be accepted by force. Radicalism (history) a loose political group or movement with the aim of achieving independence or electoral reform which includes those who strive to achieve republicanism, abolition of titles, redistribution of property rights and freedom of the press, and is connected with the development of liberalism (source: en.wikipedia.org/ radicalism). In terms of eradicating religious-based violence such as terrorism, government policy is sufficient with the existence of Law No. 15 of 2003 replacing Law No. 1 of 2002 concerning the eradication of criminal acts of terrorism,

The most obvious shortcomings, for example, are the gap between theory (policy) and practice (implementation), as well as problems such as a lack of human resources and a weak work ethic culture among law enforcers. The government's program for dealing with religious-based violence or radicalism that leads to terrorism is deradicalization. Deradicalization is an important policy taken by the government to reduce or return religious radicalism to a normal, non-radical situation, through the establishment of the BNPT (National Counterterrorism Agency), Presidential Regulation Number 46 of 2010).

Poso Regency is a district located in Central Sulawesi Province. Poso Regency is also a military training base for a radical group calling themselves the East Indonesia Mujahideen (MIT) led by Santoso alias Abu Wardah who has many members in this group, including two people who are civil servants. The active ones are:

1. (Alm).Kholid Tumbingo was shot dead in 2012 by Densus 88 Anti-Terror during a raid on his house. In Poso district he was a courier and road opener for training for the radical group (MIT) East Indonesia Mujahideen. In Poso he had the status of a civil servant in the Department Poso district forestry (forest police).
2. Jono Apriandi alias Jono was arrested in Palu City in August 2016 by Densus 88 Anti-Terror, a courier network (MIT) of the East Indonesia Mujahideen in Poso with status as a Civil Servant at the Palu City Public Works Department.

Poso Regency was in turmoil from 1998 to 2002. The Poso riots were a tragedy that had nuances that were triggered by several groups of young people who were fighting so that it became a very big riot and from the background of a conflict area so that it became a place where the phenomenon of religious-based radicalism occurred and led to acts of terrorism. The majority of Poso district residents work as civil servants and farmers. The development of radicalism in Poso is supported by the surrounding community. Civil Servants (PNS) are citizens of the Republic of Indonesia who have met the requirements, been determined,

appointed, and have a national employee registration number by the Civil Service Supervisory Officer and have received a mandate to serve in a state position or other state duties which are then referred to as State Civil Apparatus. (ASN).

Civil servant positions which are then referred to as ASN include: administrative positions which are responsible for leading the implementation of all public service activities as well as government administration and development, functional positions which are responsible for controlling the implementation of activities carried out by implementing officials, and implementing positions which are responsible for carrying out service activities. public as well as government administration and development. The sub-district head or other designation is the leader and coordinator of government administration in the working area of the sub-district who, in carrying out his duties, obtains the delegation of government authority from the Regent/Mayor to handle some regional autonomy affairs, and carry out general government duties as well as regarding the sub-district head in leading the sub-district, the sub-district head in leading the sub-district is in charge:

- a. Carrying out general government affairs at the District level in accordance with the provisions of laws and regulations governing the implementation of general government affairs;
- b. Coordinate community empowerment activities, including::
  1. Community participation in development planning deliberation forums in Villages/Sub Districts and Districts;
  2. Synchronization of work programs and community empowerment activities carried out by the government and the private sector in the sub-district work area;
  3. Effectiveness of community empowerment activities in the District area; And
  4. Reporting on the implementation of community empowerment tasks in the sub-district working area to the Regent/Mayor;

Kecamatan Poso Kota merupakan salah satu kecamatan yang ada di Kabupaten Poso. After the expansion, 4 sub-districts remained in Poso City and 3 new sub-districts resulting from the expansion of the Gebangrejo and Kayamanya sub-districts. Here are the names of the sub districts in Poso Kota District: Gebangrejo, East Gebangrejo, West Gebangrejo, Kayamanya, Kayamanya Sentral, Moengko Lama, and Moengko Baru.

The sub-district head has great influence in regulating and preventing sub-district officials and the community from getting involved and taking part in anti-government movements or radicalism. History has proven that every social group cannot be separated from the person who leads it, because a social group cannot function if there is no leader. Leaders play an important role in each group and determine group behavior. So social groups need leaders to achieve common goals

The sub-district head's leadership in the sub-district government is as the highest organizational leader in the government unit or as the spearhead in reaching a limited area and has the right to govern his own area (Jacobs and Jacques) state that leadership is a process of giving meaning or meaningful direction to collective efforts and which results in willingness to to make the desired effort to achieve the target. Civil servants in sub-districts or sub-district apparatus are individuals who are prone to being involved in radical groups and are easily influenced by anti-government ideas because they are in direct contact and are the spearhead in providing services to the community.

The sub-district head's ability to prevent the spread of radicalism and be able to instill a national spirit, national insight and state defense in his officials to create civil servants who

are loyal and obedient to Pancasila, the 1945 constitution of the Republic of Indonesia and a legitimate government and maintain unity and unity. nation.

The sub-district head also has a role in being able to feel directly what the community feels regarding justice and being able to reduce the turmoil around the community so that they do not make movements to support or become sympathizers in the radical movement so that it does not harm or threaten the lives of other communities in the Poso city area as well as take a humanist, dynamic and partnership approach to the Poso city community.

Based on the background above, the author is interested in discussing the sub-district head's efforts to prevent the spread of radicalism among sub-district employees and the community, seen from the leadership he has, therefore the author chose the title "Leadership of the sub-district head in preventing the spread of new direction radicalism in Poso District, Poso Regency City." . To find out the extent of the sub-district head's leadership in preventing the spread of new directions of radicalism among the people of Poso Kota District.

## **B. LITERATURE REVIEW**

### **Previous Research**

In the process of scientific work, this research looks at previous research to make research easier, data analysis methods used in data management, so the author includes previous research related to preventing radicalism. This is done to get an overview in preparing a framework in the hope that the research results can be presented with accurate and easy to understand results.

Khari Puji Nugroho (2022) with the research title "School Principal Leadership in Countering Radicalism at MTs AL Maarif Jember". This research aims to find out how the principal's leadership is in preventing radicalism at MTs AL Maarif Jember. The method used in this research is a descriptive qualitative method. Data collection techniques include interviews, observation and documentation. Regarding the data analysis technique in this research, it uses the Miles Huberman concept with steps for data reduction, data presentation and drawing conclusions. The stages in research include the pre-field stage, field work stage and data analysis stage.

The results of the research show that the leadership type of the school principal in counteracting radicalism at MTs Al Maarif Jember based on the results of interviews conducted by researchers with the principal, deputy head of curriculum, PAI subject educators can be seen that in countering radicalism there are several elements, namely, through policy making, providing the freedom of teachers to play an active role and the school principal's efforts to provide a conducive environment in efforts to prevent radicalism.

The concept of "leader" comes from the foreign word "leader" and "leadership" from "leadership". Meanwhile, management comes from the word management. So there are differences between leadership and management both in terms of the origin of the words and their meaning. This can be seen from the opinion of Pamudji (1989) in Pasolong (2019) that:

1. The nuances of leadership refer to individual abilities, namely the ability of a leader, while management refers to work systems and mechanisms.
2. Leadership is the quality of the relationship or interaction between leaders and followers in certain situations, while management is a function of status or authority. So leadership emphasizes existing authority.
3. Leadership is based on the resources that exist within oneself (ability) to achieve goals, while management has the opportunity to direct the funds and resources within the organization to achieve goals efficiently and effectively.

4. Leadership is directed at realizing the leader's desires, even though it ultimately leads to achieving organizational goals directly.

Jhon C. Maxwell in Pasolong (2019) says that the key to success in any business is the ability to lead other people successfully. Meanwhile, leadership is something that leaders use to influence other people, through communication, both direct and indirect. With the aim of moving these people so that with full understanding and awareness they are willing to follow the wishes of the leader.

### **Leadership**

Leadership abilities and skills in direction are important factors in manager effectiveness. If an organization can identify qualities related to leadership, its ability to select effective leaders will increase. And if the organization can identify effective leadership behaviors and techniques, the development of personal effectiveness in the organization will be achieved. However, not all leaders have the ability to lead well, this can be caused by lack of precision in selecting the leader or because the leader has not honed his abilities well. What a leader must handle and face is what must be done and how he can organize and mobilize his subordinates in order to realize the organizational goals that have been set in advance.

Each person has influence over other parties, with practice and increased knowledge by various parties, this influence will increase and develop. Leadership requires the active use of abilities to influence other parties and realize predetermined organizational goals. Nowadays, most experts assume that everyone can develop their leadership talents to a certain level. A leader directs all members he leads to achieve a goal and also reduces violations that are not in accordance with an organization's regulations. According to Durbin (In Khasan Effendy 2015) Leadership is exercising authority by making decisions. This view tends to focus on government leadership which includes authority and decision making.

According to Khasan Effendy (2015) leadership is a persuasive process to influence other people to achieve a goal. In the context of government, leaders are inseparable from the essence of the government organization they lead.

According to Stogdill (In Khasan Effendy 2015) Leadership is a process of influencing group activities towards the goals set and desired to be achieved. This view tends to be shared by the type of government leadership, including leaders of social institutions and professions.

The theory of tutwuri leadership characteristics according to Ki Hajar Dewantara in (Gatot Suradji 2013) the core of Ki Hajar Dewantara's theory is now known as the motto used in our educational environment. The motto is in the form of an expression of terms like shining pearls that contains teachings about the implementation of education in our country. In simple terms, the author makes Tut Wuri's theory easier with Ing Tut's theory, namely:

1. *Ing ngarsa sung tulada (leaders must prioritize giving role models to those they lead)*
2. *Ing madya mangun karsa (in your work you are able to put forward the spirit of never giving up)*
3. *Tutwuri handayani (in carrying out daily tasks, giving encouragement to subordinates to succeed).*

The basic theory of the emergence of leadership according to Siagian (2004), Anoraga (1995), in Pasolong (2007) (in Andi Sutra Rimba 2015) is divided into 3, namely:

1. Genetic theory explains that leaders are not built, but someone will become a leader because of their extraordinary talent, or in other words, someone will become a leader because they are destined to be a leader.
2. Social theory explains that leaders must be built or formed, not just appear or destined. So a person becomes a leader because of sufficient supportive education and training.

3. Ecological theory is a combination of genetic theory and social theory. This theory assumes that a person is successful in becoming a leader if they have leadership talents from birth, then develop them through education and experience and adapt to the environment.

According to Aries Djaenuri (2015), a leader should have traits, character and temperament in carrying out his leadership because this will influence the situation and conditions in his leadership to achieve an organizational goal. There are several leadership traits, characteristics and temperaments, including the following:

1. Tolerance. A successful leader does not hide himself from various ideas and input from outside parties.
2. Stability. A successful leader is described as having tenacity and emotional stability.
3. Openness. A leader is open, in the sense that he can be invited to discussions and is honest or fair in all matters, wise in making decisions and open to criticism and suggestions.
4. Firmness. A successful leader shows skill in assessing the overall situation and conditions, is sharp in selecting and distinguishing facts and is careful and realistic in drawing conclusions and does not easily change his stance.
5. Serious Mindsetness. A leader has sincerity in the sense of seriousness in carrying out his duties for the progress of the organization he leads in the future.
6. Tranquility A leader is calm in facing all problems.
7. Confidence (acceptance). A leader will be successful in leading if he is trusted and accepted by the people he leads.
8. Analytical Ability. A leader will be able to analyze even complex problems, master the problems well and be able to make careful and correct decisions and dare to take risks.
9. Initiative and Drive. A leader has the power to create something new or new ideas to complete work and has the ability to encourage subordinates, work partners, and the community to complete something new that he has started and decided.
10. Direction. A leader is skilled at providing direction, in the sense of being able to provide clear direction regarding a task that must be carried out.
11. Responsive and Skillful (acuteness). A leader quickly understands problems, situations and environmental conditions and is careful and quick in making decisions.
12. Capable and Flexible (Capacity and Flexibility). A leader has the knowledge, insight, experience needed and the ability to complete his duties efficiently and successfully and is able to immediately adapt to changes in situations and conditions as well as developments in problems in the field.
13. Serving the Community (Public Service). A leader always provides time to serve and serve the interests of organizational members and society for the successful achievement of the vision and mission of the organization he leads.

Another definition put forward by Blanchard in Wahjosumidjo (2002) is: Leadership is the process of influencing the activities of a person or group in their efforts to achieve organizational goals. Starting from this understanding, leadership as a process is then formulated in the following formula:

Table 2.2 Leadership Formulation

$$L = f(l, f, s) \text{ atau } K=f(p, b, s)$$

L = Leadership (Kepemimpinan), f = function, l = leader  
f = follower, s = situation

Source: processed by researchers, 2023

From Table 1.1 above, Leadership (K) is the functioning (f) of leaders (p) and subordinates (b) in certain situations (s). In leadership there must be elements of the ability to influence other people, elements of subordinates (members of the organization) as people who are influenced, elements of certain situations, so that they function in achieving organizational goals, Hadari Nawawi (2006).

More broadly, leadership can be defined as the ability and skills of a person who occupies a position as leader of a work unit to influence the behavior of other people, especially his subordinates, to think and act in such a way that through positive behavior he can make a real contribution or action to achieve organizational goals. .

Leadership practice is related to influencing the behavior and feelings of other people individually and in groups. The success or failure of an organization in achieving its stated goals depends on how the leader implements it. The main elements as the essence of leadership include::

- a) Elements of leaders or people who influence
- b) The element of the person being led as the party being influenced
- c) Elements of interaction or activities/efforts in the influencing process
- d) Elements of the goals to be achieved in the influencing process
- e) Elements of behavior/activities carried out as a result of influence.

From the definitions above, it can be concluded that leadership is the ability to influence other people, subordinates or groups, the ability to direct the behavior of subordinates or groups, having special abilities or expertise in the field desired by the group, to achieve organizational or group goals.

### **Leadership Style**

Leadership is the backbone of organizational development because without Good leadership will find it difficult to achieve organizational goals. If a leader tries to influence the behavior of other people, then that person needs to think about his leadership style.

Charles J. Keating in Harbani Posolong (1986) said that leadership tasks related to groups are: starting an effort so that the group starts certain activities or movements. Set the direction and pace of group activities. Provide activities with information, data, facts, opinions that are needed. Support efforts to accept ideas, opinions, suggestions from below and improve them by adding or subtracting them to use them in order to complete joint tasks. Assessing actions to test ideas that arise or ways of working taken by showing the consequences and disadvantages. Concluding activities to collect and formulate ideas, opinions and proposals that emerge binding and then conclude them as a basis for further thinking.

Kartini believes that leadership techniques are the ability or technical skills of leaders in applying leadership theories in certain organizations which include the concepts of thought, behavior and equipment used.

A reliable leader is a leader who always sees and pays attention to the techniques and style of leadership. A leader who is able to interact with his followers will achieve optimal excellence in running his organization, but this excellence will never be separated from this leadership technique and style. because of his position as a leader.

According to Davis in Thoha, there are 4 general characteristics that have an influence on the success of organizational leadership:

1. Intelligence. The results of this research generally prove that leaders have a higher level of intelligence than those who are led.
2. Maturity and breadth of social relationships. Leaders tend to be mature and have stable emotions, and have broad attention to social activities.
3. Self-motivation and drive for achievement. Leaders relatively have a strong drive for achievement. They work and try to get internal rewards rather than extrinsic ones.
4. Human relations attitudes, successful leaders are willing to recognize the self-worth and honor of their followers and are able to side with them.

Sondang P. Siagian said that a person's leadership style is not "fixed" meaning that someone who occupies a leadership position has the capacity to "read" the situation he is facing correctly and adjust his leadership style to suit the demands of the situation he is facing, even though the adjustment may only be temporary. .

From the opinions above, it can be concluded that leadership style is a tool to help a leader achieve his own goals as well as those of his followers and the goals of the organization he leads.

Sondang P. Siagian (2003) also suggests several types of leadership, namely:

1. Autocratic type Judging from his perception, an autocratic leader is an egoist. His enormous egoism drives him to distort actual reality so that it conforms to what he subjectively interprets as reality.
2. Paternalistic Type The paternalistic type of leader is often found in traditional societies, generally in agrarian societies. A paternalistic leader's perception of his role in organizational life can be said to be colored by the expectations of his followers.
3. Charismatic Type Strictly speaking, a charismatic leader is a leader who is admired by many followers even though his followers cannot always explain concretely why that particular person is admired.
4. The laissez faire type It can be said that a laissez faire leader's perception of his role as a leader revolves around his view that in general the organization runs smoothly by itself because the members of the organization consist of mature people who know what the organization's goals and objectives are. -what goals to achieve, what tasks must be carried out by each member and a leader does not need to intervene too often in organizational life.
5. Democratic type: Both scientists and practitioners agree that the ideal and most desired type of leader is a democratic leader. Viewed from the perspective of his perception of his presence and role as a leader in organizational life, a democratic leader usually views his role as a coordinator and integrator of various elements and components of the organization so that it operates as a totality.

Hersey and Blanchard (1982:152) which includes four leadership styles, namely: (1) Instruction Style, (2) Delegation Style, (3) Consultation Style, (4) Participation Style, here is the explanation:

1. Instruction Style To create work motivation and must understand well the abilities of each employee. This is useful for giving a good impression to each employee when given an assignment. The assignment of tasks from the leadership must be in accordance with the employee's abilities so that the tasks carried out are carried out carefully and with a sense of responsibility.

2. Delegation Style Delegation style is a style applied to employees who have a high level of maturity. What is meant is employees who are able, willing and have the confidence to carry out responsibilities. Thus, the delegation style, namely providing a little direction or support, has a higher likelihood of being effective for employees. Even if the leadership is still able to identify problems that occur, responsibility for the plan is given to employees who are deemed capable. Employees who are delegated are allowed to carry out their own duties and decide on how, when and where to do the work.
3. Leadership Consultation Style as an activity to influence the behavior of people to work together towards a certain goal that they want together. In other words, leadership is the ability to influence a group to achieve the group's goals. Leadership as interaction between group members. A leader is an agent of change, namely someone who has the ability to influence other people to a greater extent than the people around him. Leadership is a pattern of relationships between individuals who use authority and influence over other people or groups to form cooperation to complete a task.
4. Participation Style Participatory leadership is defined as equality of power and sharing in solving problems with subordinates by consulting with subordinates before making decisions (Bass: 1990) in Zhang (2005). Participatory leadership relates to the use of various decision procedures that allow the influence of others to influence the leader's decisions. Other terms commonly used to refer to aspects of participatory leadership include consultation, shared decision making, power sharing, decentralization, and democratic management. Participatory leadership can be viewed as a distinct type of behavior, although it can be used in conjunction with specific task and relationship behaviors.

Wahjosumijo said that "leadership types are patterns of behavior that a person displays when the leader tries to influence people, as long as it is observed by other people". Then Wahjosumijo divided leadership types into five types of leaders, namely:

Authoritarian type of leader (the type who asserts himself excessively and as the sole ruler).

- a. The paternalistic type of leader (the type that emphasizes the most knowledgeable attitude in its existence as an organic symbol).
- b. A laissez faire type of leader (a type that is said to be strange and difficult to imagine in organizational situations).
- c. Charismatic type of leader (the type where the leader is able to risk his personal reputation, take very principled personal risks and even has high commitment).
- d. Democratic type of leader (the ideal type who treats his subordinates humanely and adapts his leadership style to the situation at hand).

### C. RESEARCH METHODOLOGY

This research uses a qualitative approach to understand phenomena holistically and descriptively in a natural context (J. Lexi Moloeng, 2012). Descriptive research aims to describe certain phenomena (Suharsimi Arikunto, 2002), while qualitative methods answer questions about "what", "how", or "why" a phenomenon occurs (McCusker & Gunaydin, 2015). This research examines the leadership of the sub-district head in preventing the spread of radicalism in Poso Kota District, Poso Regency, Central Sulawesi.

The research was carried out in the Poso City Sub District Office, Poso Regency, Central Sulawesi, located at Jl. P. Kalimantan Poso, for three months after the proposal seminar. Data was collected through interviews, observation and documentation. Interviews were conducted in a planned, unstructured manner to obtain in-depth information regarding the sub-district head's leadership in preventing radicalism. Unstructured observations are used to observe developments in the field. Documentation includes collecting data from related records and documents.

Data sources include primary data from interviews with Poso City District Employees, Subdistrict Secretary, and local communities, as well as secondary data from books, journals, and other documents. The researcher himself is the main instrument in this qualitative research, with additional instruments that are relevant in the field to understand conditions and collect data.

Data analysis was carried out before, during, and after data collection in the field. The analysis process includes data collection, data condensation, data display, and drawing conclusions/verification. Data is analyzed continuously until data saturation is reached.

#### **D. RESULT AND DISCUSSION**

In this section, the researcher will describe and explain the data and research results regarding problems that have been formulated using in-depth interview techniques. This research was obtained using direct interview techniques with informants as a form of direct search and documentation in the field. Then the researcher also used observation techniques as a way to complement the data that had been found.

The Leadership Style of the Subdistrict Head in Preventing New Direction Radicalism in Poso District, Poso Regency City, The discussion of the background of this research is guided by the Leadership Style theory put forward by Hersey and Balanchad (1982), namely: Instruction Style, Consultation Style, Participation Style, Delegation Style.

##### **Instructional Leadership Style**

The leader's instruction style is applied to subordinates/people who have a low level of maturity. In this case, the subordinate is unable and unwilling to assume responsibility for carrying out the task, in many cases the subordinate's unwillingness is a result of his lack of confidence or lack of experience and knowledge regarding a task. Thus, a clear and specific directing style that is suitable for strict supervisory leaders has the highest level of likelihood of being effective. Therefore, the leader's instructional behavior is referred to, because it is established that the role of the leader instructs subordinates about what, how, and where to carry out certain tasks.

Based on Government Regulation Number 17 of 2018, a sub-district head has the authority delegated or given by the Regent or Mayor, to handle some regional autonomy matters or interests. Regarding the sub-district head in leading the sub-district, according to this PP, his duties include::

- a. carry out general government affairs at the District level in accordance with the provisions of the Laws and Regulations governing the implementation of general government affairs;
- b. coordinating community empowerment activities;
- c. coordinating efforts to maintain peace and public order; And
- d. coordinate the implementation and enforcement of Regional Regulations and Regional Head Regulations.

From the results of interviews, observations and also observations made by researchers in the field regarding the Leadership Style Aspects, the instructions carried out by the Poso City Sub District Head are very optimal, this is proven by the existence of communication in the form of instructions to subordinates to implement activities in the form of recitation and outreach to the community. Apart from that, the researcher also concluded that the sub-district head as the highest leader in the Poso Kota sub-district environment really participated in reducing the spread of hard-line radical group beliefs which had mushroomed in Poso Regency, especially in Poso Kota Sub-district..

### **Consulting Leadership Style**

Leader Consultation Style, which is applied to subordinates who have a low to medium level of maturity. In this case, subordinates who are incapable but wish to assume responsibility, that is, have the ability and skills. Thus the consultation style which provides directing behavior, because they are to strengthen abilities with enthusiasm, seems appropriate behavior to be implemented for subordinates at this level of maturity, However through two-way communication it helps in maintaining a high level of motivation of subordinates/society at the same time Responsibility and control over decision making remains with the leadership.

From the results of interviews with several residents of Poso City, Poso Regency, it is known that the Poso City Sub District Head himself, in making decisions related to preventing radicalism, always consults with the community, sub-district heads or related parties. Based on the results of research, observations and observations in the field, the researcher concluded that the Consultative Leadership Style of the Poso City Sub District Head has worked quite well, this is proven by the involvement of all groups, both from the community, sub-district officials and religious shops. Consultative Leadership Style itself is a leadership style that likes to discuss before decisions are implemented. One of the precedents is consultation in the form of how to educate national insight and instill nationalist spirits in the people of Poso City, Poso Regency, so that radicalism no longer occurs among the community, especially the people of Poso City District, Poso Regency.

### **Participatory Leadership Style**

Participatory leadership style is defined as equality of power and sharing in solving problems with subordinates by consulting with subordinates before making decisions (Bass, 1990) in Zhang (2005). Participatory leadership relates to the use of various decision procedures that allow the influence of others to influence the leader's decisions. Other terms commonly used to refer to aspects of participatory leadership include consultation, shared decision making, power sharing, decentralization, and democratic management. Participatory leadership can be viewed as a distinct type of behavior, although it can be used in conjunction with specific task and relationship behaviors.

From the results of the interview above as a whole, the researcher draws the conclusion that the Participatory Leadership Style of the Head of Poso City District, Poso Regency in preventing the spread of new direction radicalism in Poso City District, Poso Regency, has worked quite well, this is proven by fully supporting the policies of each village head, namely by holding religious lectures in every house of worship with the hope that the spread of radical ideas will not affect the people of Poso Kota District. According to Bass (1990) in Zhang (2005), Participatory Leadership Style is defined as equality of power and sharing in solving problems with subordinates by consulting with subordinates before making decisions. In addition, Participative Leadership relates to the use of various decision procedures that allow the influence of others to influence the leader's decisions.

### **Delegation Leadership Style**

Delegation style is a style applied to employees who have a high level of maturity. What is meant is employees who are able, willing and have the confidence to carry out responsibilities. Thus, the delegation style, namely providing a little direction or support, has a higher likelihood of being effective for employees. Even if the leadership is still able to identify problems that occur, responsibility for the plan is given to employees who are deemed capable. Employees who are delegated are allowed to carry out their own duties and decide on how, when and where to do the work.

Based on the results of interviews with several Poso City District Officials, Poso Regency, a conclusion can be drawn that Delegation Leadership has been implemented by the Head of Poso City District. This can be seen by giving authority to subordinates in taking steps to prevent misunderstanding among the people of Poso City District, Poso Regency.

Based on the results of interviews, observations, and also observations in the field related to the Delegation Leadership Style applied by the Head of Poso City District, Poso Regency, the author draws a conclusion that the Delegation Leadership Style of the Head of Poso City District has been running optimally. This can be seen by giving delegations to subordinates to resolve problems related to preventing the spread of new directions of radicalism in the Poso Kota District area. Giving delegation or authority to subordinates with the aim of training subordinates in solving problems. This statement is in accordance with the opinion of Rivai (2005:3) who says that operationally one of the main functions of delegation leadership is carried out by delegating authority to subordinates to make or determine decisions either with or without approval from the leadership.

### **E. CONCLUSION**

Based on the problem formulation, objectives and research results that have been made, a research conclusion can be drawn that the Subdistrict Head's Leadership in Preventing the Spread of New Direction Radicalism in Poso City District, Poso Regency has been implemented optimally. We can see this from four aspects that serve as benchmarks for Leadership Style, namely: Instructional Leadership Style has worked quite well, this is proven by the existence of communication in the form of instructions to subordinates to implement activities in the form of recitations and outreach to the community, Consultation Leadership Style has run smoothly. Well, this is proven by the involvement of all groups, including the community, sub-district officials and religious shops. The Participatory Leadership Style of the Head of Poso Subdistrict, Poso Regency City in preventing the spread of new direction radicalism in Poso Subdistrict, Poso Regency City, has gone quite well, this has been proven by fully supporting the policies of each subdistrict head by holding religious lectures in every house of worship with the hope of spreading understanding. radicalism does not affect the people of Poso Kota District. The Delegation Leadership Style implemented by the Head of the Poso City Regency Subdistrict has been working quite well. This can be seen by giving delegations to subordinates to resolve problems related to preventing the spread of new directions of radicalism in the Poso Kota District area.

### **REFERENCE**

- Arikunto, Suharsimi. (2010). *Prosedur Penelitian: Suatu Pendekatan Praktik*. Jakarta: Rineka Cipta.
- Arikunto, Suharsimi. (2002). *Prosedur Penelitian*. Jakarta: Rineka Cipta.

- Hersey, P. & Blanchard, K.H. 1982. *Management of organizational behavior*. Englewood Cliffs NJ: Prentice Hall.
- Herdiansyah, H. (2015). *Metodologi Penelitian Kualitatif Untuk Ilmu Psikologi*. Salemba Humanika.
- Kountur, Ronny. (2007). *Metode Penelitian Untuk Penulisan Skripsi dan Tesis*. Jakarta Percetakan Buana Printing.
- Kasiyani, D. (2017). *Trajektori Hubungan Negara dan Masyarakat di Indonesia dalam Perspektif Administrasi Publik*. Jurnal MP (Manajemen Pemerintahan). Volume 4 Nomor 1.
- Moleong, J. Lexi. (2012). *Metodologi Penelitian Kualitatif*. Bandung: Remaja Rosdakarya.
- Nawawi, Hadari (2006). *Kepemimpinan Mengefektifkan Organisasi*. Yogyakarta: Gadjah Mada University Press.
- Pasingringi, A. (2014). *Administrasi Publik*. Sulawesi Tengah: Edukasi Mitra Grafika.
- Pasolong, H. (2019). *Teori Administrasi Publik*. Bandung: Alfabeta.
- Revida, E., A. Nurrochman Hidayatulloh, Irwan Kurniawan Soetijono, Ady Hermansyah, Bonaraja Purba, M. Iqbal Tawakkal, Syamsyul Bahri, Muhammad Faisal AR Pelu Sukarman Purba, & Asmarianti. (2020). *Teori Administrasi Publik*. Medan: Yayasan Kita Menulis.
- Rivai (2005). *Kiat kepemimpinan*. PT. Raja Grafindo, Jakarta.
- Simangunsong, Fernandes. (2016). *Metodologi Penelitian Pemerintahan*. Bandung: Alfabeta.
- Sondang P. Siagian (2003). *Teori dan Praktek Kepemimpinan*. Jakarta: Bumi Aksara.
- Sugiyono. 2012. *Memahami Penelitian Kuantitatif*. Cetakan kesebelas, Alfabeta. Bandung
- Thoha, M. (2008). *Ilmu Administrasi Publik Kontemporer*. Jakarta: Kencana. Yusuf, A.M. 2014. *Metode Penelitian: Kuantitatif, Kualitatif, dan Penelitian Gabungan*. Jakarta : Prenadamedia Group.
- Zaenuri, M. (2012). *Perlunya Perubahan Paradigma Dari New Public Management ke New Public Governance di Indonesia*. XXXIV(77).