

LEADERSHIP AND CHALLENGES OF BUREAUCRACY PATHOLOGY

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ABSTRACT

In the context of leadership styles , emphasis is placed on the importance of leaders having a deep understanding of organizational dynamics and choosing an appropriate leadership style. The article outlines that a democratic leadership style , by involving subordinates in decision making, can reduce resistance to change and create a greater sense of ownership among subordinates. This article discusses the use of secondary data, especially from scientific articles, as a source of information to strengthen arguments and findings in research. Secondary data includes research results, analysis, or findings that have been published by researchers or experts in related fields. The author emphasizes that the use of secondary data can provide a strong empirical basis, increase credibility, and support arguments or hypotheses in the article. Next, this article investigates various leadership styles and their impact on influence, motivation, and direction on team members. Each leadership style has advantages and disadvantages, with the caveat that leaders must choose a style that suits their bureaucratic context. Leaders are faced with opportunities to use leadership styles that can bring positive change, overcome bureaucratic pathologies, and improve organizational performance. In the context of leadership styles , emphasis is placed on the importance of leaders having a deep understanding of organizational dynamics and choosing an appropriate leadership style. The article outlines that a democratic leadership style , by involving subordinates in decision making, can reduce resistance to change and create a greater sense of ownership among subordinates. Finally, the article notes that leaders face threats to the effectiveness of their leadership styles , primarily from rigid policies and procedures and inflexible bureaucratic systems. These obstacles can hinder leaders' efforts to introduce innovation and improve organizational performance. Finally, the article notes that leaders face threats to the effectiveness of their leadership styles , primarily from rigid policies and procedures and inflexible bureaucratic systems. These obstacles can hinder leaders' efforts to introduce innovation and improve organizational performance.

Keywords: Leadership, Pathology, Bureaucracy

INTRODUCTION

In facing the challenges of bureaucratic pathology, leadership that has a clear vision, innovative nature, and high commitment to improving the system is very important. An ideal leader should have a vision that guides in designing the changes needed for the organization. The ability to think and act innovatively is also a crucial aspect, enabling leaders to present creative solutions to bureaucratic problems. A strong commitment to system improvement is the basis that motivates leaders to overcome resistance to change. In addition, strategic steps that are implemented effectively, transparently and accountably are the key to building trust, both internally and externally. As a motivator and inspirer, an ideal leader is able to encourage employees to work efficiently, increase productivity, and strengthen integrity in carrying out their duties. Through the combination of these traits, leaders have the potential to provide a strong impetus in overcoming bureaucratic pathologies and bringing about positive change in the system.

Although there is hope for ideal leadership in overcoming bureaucratic pathology, the reality often shows significant gaps. Some leaders may not have the ability or desire to face existing challenges, and may even engage in practices of corruption and nepotism that harm the integrity of the system. In addition, slow and complicated bureaucratic processes can be a major

obstacle in achieving the desired changes. This situation creates a gap between positive expectations of leaders and a reality that is often complex and difficult to face. The inability or lack of courage of some leaders, together with the structural constraints of the bureaucracy, can pose serious challenges in efforts to improve systems infected by bureaucratic pathology.

In an effort to overcome the gap between expectations and reality in dealing with bureaucratic pathology, serious efforts need to be made to improve effective leadership and restructure the bureaucratic system. Visionary leadership development is the main focus, with the aim of identifying, training and empowering leaders who have a clear vision regarding improving the bureaucratic system. In addition, employee training and development is crucial in improving the quality of human resources, including improving technical skills, leadership and adaptability.

Better transparency and accountability are also key, with increased accessibility of information and the development of mechanisms that ensure leaders and employees are accountable for their actions. In this context, public participation in bureaucratic decision-making processes becomes a key strategy, bringing in community perspectives and increasing policy legitimacy.

In addition, with these steps, it is hoped that good government can be created that reflects the principles of good governance, provides effective and fair services to the community, and produces policies that support shared prosperity. By combining all of these elements, it is hoped that positive changes can be achieved in overcoming bureaucratic pathology. By comparing expectations and reality in dealing with bureaucratic pathology, it is hoped that we can better understand the challenges and opportunities in improving the current bureaucratic system.

LITERATURE REVIEW

Leadership style in dealing with bureaucratic pathology reflects the approach and methods taken by the leader to overcome problems and challenges that arise in the context of a bureaucracy experiencing pathology. Bureaucratic pathology, as a negative condition in the bureaucratic system, involves various problems such as corruption, slow public services, and ineffective decisions.

In facing these challenges, effective leadership plays a central role. Visionary leaders can design innovative change plans and provide clear direction to improve bureaucratic pathology. The ability to identify the root of the problem, formulate effective strategies, and lead change with transparency is key in dealing with bureaucratic pathology.

Effective leaders are also able to motivate and inspire their teams to actively participate in the change process. Empowering employees and creating a work culture that is oriented towards integrity and efficiency can help overcome bureaucratic incompetence. Additionally, leaders who are committed to ethical principles and accountability can establish an environment where positive norms are enforced, and negative practices are avoided.

It is also important to create effective monitoring and evaluation mechanisms to ensure that implemented changes produce positive impacts and are in line with improvement objectives. Leaders who are adaptive and responsive to feedback and challenges that arise during the change process will better able to deal with the complex dynamics of bureaucratic pathology.

Thus, an effective leadership style in dealing with bureaucratic pathology involves a combination of visionary, innovative, committed and adaptive elements. In this context, leaders are not only decision makers, but also agents of change who are able to guide organizations or bureaucratic systems towards better conditions and in accordance with the principles of good governance.

Theoretical Concepts

1. Leadership Style

Etymologically, leadership comes from the basic word "lead"

which means to guide or lead. After adding the prefix "pe" it becomes a leader, meaning a person who influences other parties. If you add the suffix "an" it becomes leader, meaning the person who heads it. After being equipped with the prefix "to" it becomes leadership, which means a person's ability and personality to influence other parties to take action to achieve common goals.

According to Ordway Tead (1929): Leadership as a combination of traits which enables an individual to induce others to accomplish a given task. Which means "Leadership is a combination of temperaments that enable someone to be able to encourage other parties to complete their tasks."

According to P. Pigors (1935): Leadership is a process of mutual stimulation which by the successful interplay of individual differences, controls human energy in the pursuit of common cause. That "Leadership is a process of mutual encouragement through the successful interaction of individual differences, controlling human power in pursuing a common goal."

Leadership style reflects the behavioral approach adopted by a leader in influencing, motivating and directing his team members. Each type of leadership style determines how a leader designs and

implements plans and strategies to achieve set goals, while still paying attention to the expectations of stakeholders and the welfare of team members.

Overall leadership effectiveness is highly dependent on the leadership style applied. A leader's ability to take control and make decisions is crucial in achieving organizational or team goals. Effective leaders not only understand their roles and responsibilities but also have an awareness of the diversity of leadership styles and their relevance to specific contexts.

Leaders need to have a deep understanding of leadership styles that are effective and relevant to specific organizational conditions or situations. This includes the ability to identify the leadership style that best suits the team dynamics, the task at hand, and the expectations of stakeholders. Alignment between leadership style and situation can be the key to success in achieving organizational goals.

Understanding leadership style well helps a leader to take initiative, control situations, and be responsible for the tasks and responsibilities faced. This creates a strong foundation for guiding and motivating team members towards achieving shared goals, while considering the interests and well-being of all parties involved.

2. Bureaucratic Pathology

The terminology 'pathology' was originally related to the world of medicine, referring to the science that studies disease and the process by which a disease occurs. The origins of the term pathology come from the Greek, namely "pathos," which means 'emotion, suffering,' or 'passion,' and "logy," which means science. In a medical context, pathology is a branch of medical science that is very important for diagnosing disease, consisting of clinical, anatomical and general pathology.

However, in the context of bureaucracy, the term "bureaucratic pathology" appears which refers to deviations or diseases that occur in a bureaucratic system. This term is used to describe various behaviors, conditions, or practices that violate the principles of efficiency, transparency, accountability, and good public service in a bureaucracy. By using the term "bureaucratic pathology," we reflect the existence of abnormalities or deviations in the function and behavior of a bureaucratic system that should carry out its duties and responsibilities well.

In general, bureaucratic pathology includes various problems, such as slow service, non-transparency, corruption, and ineffective decisions. By using the concept of bureaucratic pathology,

we can better identify and overcome problems in the bureaucratic system, with the hope of restoring and improving the performance and function of the bureaucracy to serve the interests of society optimally.

According to Hegel and Karl Marx, bureaucracy can be interpreted as an instrument for liberation and social transformation. And according to several experts such as Taliziduhu Ndraha, Miftah Thoha, Peter M. Blau, and David Osborne, bureaucratic pathology refers to irregularities that occur within a bureaucracy.

ICW states that bureaucratic pathology is a chronic and systemic disease in bureaucracy. This pathology damages productive cells in the bureaucracy and involves almost all officials in all strata.

The definition of bureaucratic pathology can vary depending on the perspective and context used by each expert. However, in general, bureaucratic pathology refers to irregularities that occur within a bureaucracy and can damage efficiency, transparency and good public services.

METHOD

In this article, secondary data refers to information that is not collected directly by the author, but comes from external sources that have conducted research or related activities. Scientific articles are a source of secondary data

used by authors to support and strengthen the arguments or findings expressed in the article. This data includes the results of research, analysis, or other findings that have been published by researchers or other experts in fields relevant to the topic discussed in the article.

By utilizing secondary data from scientific articles, authors can access knowledge that already exists and is recognized in the scientific community. The use of secondary data can provide a strong empirical basis to support the arguments or hypotheses put forward in the article, while increasing the credibility and reliability of the research.

RESULTS AND DISCUSSION

Disadvantages and Advantages of Leadership Styles in Dealing with Bureaucratic Pathology

Leadership style in dealing with bureaucratic pathology refers to the leadership method or approach used to overcome problems and challenges that arise in the context of a bureaucracy experiencing pathology. Bureaucratic pathology includes negative conditions or symptoms in the bureaucratic system, such as corruption, slow public services, ineffective decisions, and so on.

The importance of an effective leadership style in overcoming bureaucratic pathology is crucial. Leaders who are able to adopt the right approach can play a central role in

correcting and changing undesirable conditions in the bureaucracy. They can provide direction, motivate teams, and design effective change strategies. However, it needs to be acknowledged that each leadership style has advantages and disadvantages that need to be considered. For example, a leadership style that is too authoritarian may trigger resistance among team members, while a leadership style that is too democratic may slow down the decision-making process. Therefore, leaders need to have a deep understanding of a particular bureaucratic context and choose a leadership style that best suits the dynamics of that organization. The following are the advantages and disadvantages of leadership styles in dealing with bureaucratic pathology:

1. Charismatic Leadership Style

Charismatic leadership style is a form of leadership that is characterized by the personal attractiveness of the leader. Charismatic leaders are able to influence others through communication that evokes empathy and strong emotions. The goal is to encourage others to make positive changes in their lives.

Characteristics of charismatic leadership include:

- a) The authority and charisma of a leader can generate respect, obedience and reluctance from other members.

- b) The ability of a charismatic leader to make the right and wise decisions and consider everything that can have a good influence.
- c) Charismatic leaders emphasize ideological goals that link the group's mission to its values, ideals and vision.
- d) Charismatic leaders tend to have the courage to make quick and firm decisions. They have a strong belief in the vision and goals of the organization, so they can make decisions quickly without getting caught up in slow bureaucratic processes.

The charismatic leadership style can also have a positive impact on the organization. Charismatic leaders are able to motivate organizational members and create a positive atmosphere. The charismatic leadership style has several advantages that can help in dealing with bureaucratic pathology.

- a) Charismatic leaders have the ability to inspire and motivate bureaucratic members. They are able to communicate a clear vision and generate enthusiasm and enthusiasm in achieving organizational goals.
- b) Charismatic leaders are often able to build strong relationships with members of the bureaucracy. They can gain high levels of trust and loyalty from members, thereby strengthening the bond between leaders and their subordinates.
- c) The charismatic leadership style encourages innovation and creativity in bureaucracy. Charismatic leaders often encourage members to think outside the box and look for new solutions to the problems they face.

However, the charismatic leadership style also has several shortcomings that need to be considered in dealing with bureaucratic pathology. Some of these shortcomings include:

- a) The charismatic leadership style often creates high dependence on the leader. Bureaucratic members may rely on leaders to make decisions and direct them, thereby reducing members' initiative and independence in dealing with bureaucratic pathology.
- b) The charismatic leadership style tends to pay less attention to the structure and systems in the organization. Too much focus on charismatic leaders can ignore the importance of building strong structures and efficient systems in dealing with bureaucratic pathology.
- c) Charismatic leaders often have big, ambitious visions. However, sometimes they can lose focus and focus too much on the long-term vision, thereby ignoring the problems and challenges that must be faced in concretely overcoming bureaucratic pathology.

d) The charismatic leadership style tends to prioritize quick decision making. However, sometimes decisions taken hastily can ignore in-depth analysis and the involvement of bureaucratic members in the decision-making process.

2. Diplomatic Leadership Style

The diplomatic leadership style is a leadership style characterized by the leader's ability to communicate well, maintain harmonious relationships, and resolve conflicts diplomatically. Leaders with a diplomatic leadership style tend to avoid confrontation and look for solutions that benefit all parties.

The diplomatic leadership style has advantages and disadvantages in dealing with bureaucratic pathology. Here are some advantages and disadvantages of the diplomatic leadership style :

➤ Lack

- a) Diplomatic leadership styles tend to prioritize consensus and negotiation, which can slow down the decision-making process in the face of bureaucratic pathologies that require rapid action.
- b) In an effort to reach agreement, leaders with a diplomatic leadership style may tend to sacrifice decisive decisions and actions necessary to overcome bureaucratic pathologies.

c) leadership may experience difficulty in dealing with resistance or resistance from members of the bureaucracy who do not want to change or face the proposed changes.

➤ Excess

- a) A diplomatic leadership style can help reduce conflict between leaders and members of the bureaucracy, as well as between members of the bureaucracy themselves. A more cooperative and inclusive approach can create a more harmonious and productive work environment.
- b) In a diplomatic leadership style , the leader provides space for active participation from bureaucratic members. This can increase the motivation and involvement of bureaucratic members in overcoming bureaucratic pathology.
- c) leadership encourages leaders to seek sustainable solutions and consider multiple points of view. By involving members of the bureaucracy in the decision-making process, the resulting solutions can be more comprehensive and acceptable to all parties.

3. Authoritarian Leadership Style

An authoritarian leadership style is a leadership style that has the following criteria or characteristics:

- a) Leaders consider the organization as personal property.
- b) Leaders tend to be arrogant and identify personal goals with organizational goals.
- c) Leaders consider subordinates as mere tools and do not want to accept criticism and suggestions.
- d) Leaders are too dependent on formal power.
- e) Leaders often do not consider input from group members in making decisions.

Authoritarian leadership style is also known as authoritative leadership, dictatorship, or tyrannical leadership. Leaders with this style position themselves as people who have full authority in the group or organization. They rarely consider input from group members in decision making. Even though an authoritarian leadership style can cause discomfort within a team, there is a positive side, namely that authoritarian leaders are usually firm in responding to team members' mistakes.

The authoritarian leadership style has advantages and disadvantages in dealing with bureaucratic pathology. The following are some of the advantages and disadvantages of an authoritarian leadership style :

- Lack

- a) An authoritarian leadership style tends to involve less team or organization members in decision making. This can hinder team members' creativity and initiative .
- b) Leaders with an authoritarian leadership style have enormous power, which can cause an imbalance of power within the organization. This can hinder collaboration and cooperation between team members .
- c) An authoritarian leadership style tends to maintain rigid structures and procedures. This can hinder adaptation to change and innovation needed to deal with bureaucratic pathology.

- Excess

- a) An authoritarian leadership style allows for quick and decisive decision making. This can help overcome bureaucratic pathology with effective and efficient actions.
- b) Leaders with an authoritarian leadership style tend to enforce discipline and firmness within the organization. This can help overcome bureaucratic pathologies caused by lack of compliance with rules and procedures.
- c) An authoritarian leadership style can provide certainty and stability in an organization. This can help overcome bureaucratic

pathologies caused by ambiguity and instability.

4. Moral leadership style

Moral leadership style is a leadership style that is based on moral and ethical principles. Leaders with this style prioritize integrity, honesty, responsibility and fairness in making decisions and leading a team or organization. They strive to be a good example and inspire others to act with high morality.

A moral leadership style also involves considering the interests and well-being of all members of a team or organization, not just the interests of individuals or small groups. Leaders with this style often encourage active participation, open communication, and collaboration in decision making.

The moral leadership style has advantages and disadvantages in dealing with bureaucratic pathology. Here are some advantages and disadvantages of the moral leadership style :

- Lack:
 - a) A moral leadership style may not be strong enough to overcome complex bureaucratic pathologies and requires a more systematic and structural approach.
 - b) Leading with high morality can present challenges in upholding ethics in a corrupt bureaucratic environment and has the

potential to involve nepotism and collusion.

- Excess:
 - a) A moral leadership style can help build an organizational culture that focuses on integrity, honesty, and social responsibility.
 - b) Leaders with a strong moral leadership style can inspire and motivate subordinates to act with integrity and do their jobs well.
 - c) By emphasizing moral and ethical values, a moral leadership style can help reduce bureaucratic pathologies such as corruption, nepotism, and collusion.

5. Democratic leadership style

Democratic leadership style is a leadership style that involves active participation from subordinates in decision making and equal distribution of power. Leaders with a democratic leadership style regard their subordinates as the noblest creatures in the world, always try to synchronize the interests and goals of the organization with the personal interests and goals of their subordinates, are happy to receive suggestions, opinions and even criticism from their subordinates, and always try to make their subordinates successful and develop their own capacity. individual as a leader.

The democratic leadership style has several advantages and disadvantages. The following is an explanation of the advantages and disadvantages of the democratic leadership style :

- Excess
 - a) The relationship between leaders and subordinates is harmonious and not rigid.
 - b) Decisions and policies are taken through discussion so that subordinates will feel appreciated and their role is needed.
 - c) Increase the creativity and productivity of group members.
 - d) Drastically increasing the work productivity of each member.
 - e) Better contributions from group members.
 - f) Increased group morale.
 - g) Encourage creativity and value each member's voice.
 - h) They tend to easily commit and are inspired to contribute because they have a stronger sense of belonging to the group.
 - i) Involves assessing feedback between leaders and subordinates.
- Lack
 - a) This leadership style takes longer to reach a decision because it involves discussion and consensus.
 - b) Sometimes, there are too many opinions to consider which can

slow down the decision making process.

6. Transformational Leadership Style

Transformational leadership style is a leadership style that focuses on motivating and empowering subordinates to achieve higher goals and inspire positive change in the organization. Leaders with a transformational leadership style are able to articulate a clear vision, provide inspiration, build strong relationships with subordinates, and encourage them to reach their best potential.

The transformational leadership style has several advantages and disadvantages. The following is an explanation of the advantages and disadvantages of the transformational leadership style

- Excess
 - a) Able to inspire and motivate subordinates to achieve higher goals.
 - b) Encourage subordinates' personal and professional development through coaching and providing challenges.
 - c) Creating an innovative and creative work environment.
 - d) Build strong relationships between leaders and subordinates based on trust and mutual understanding.
 - e) Improve individual and group performance as a whole.
 - f) Encourage subordinates to think critically and take initiative.

- g) Creating a collaborative and reciprocal work culture between leaders and subordinates.
- h) Increase job satisfaction and subordinate loyalty to the organization.
- i) Strengthen the identity and values of the organization.
- Lack
 - a) Requires leaders who have high leadership qualities and effective communication skills.
 - b) Not all subordinates may respond well to this leadership style .
 - c) It takes more time and energy to build strong relationships between leaders and subordinates.
 - d) In some situations, transformational leaders may focus too much on the vision and not enough attention on more routine operational tasks.

7. Transactional Leadership Style

Transactional leadership style is a leadership style that focuses on exchanging transactions between leaders and subordinates. In this leadership style , the leader gives rewards or rewards to subordinates who achieve the expected targets or performance, while also giving punishment or sanctions to subordinates who do not meet expectations or break the rules.

The transformational leadership style has several advantages and disadvantages in dealing with

bureaucratic pathology. The following is an explanation of the advantages and disadvantages of a transformational leadership style in dealing with bureaucratic pathology:

- Excess
 - a) Able to change bureaucratic culture and behavior related to bureaucratic pathology, such as the leader's inability to apply the right leadership style .
 - b) Encouraging innovation and creativity in overcoming bureaucratic problems.
 - c) Motivate subordinates to think critically and take initiative in resolving bureaucratic problems.
 - d) Building strong relationships between leaders and subordinates based on trust and mutual understanding, so as to overcome bureaucratic pathology caused by a lack of communication and cooperation.
- Lack
 - a) Requires leaders who have high leadership qualities and effective communication skills to overcome bureaucratic pathology.
 - b) Not all subordinates may respond well to a transformational leadership style in dealing with bureaucratic pathology.

- c) It requires greater time and energy to build strong relationships between leaders and subordinates in overcoming bureaucratic pathology.

Leadership Style Opportunities in Dealing with Bureaucratic Pathology

In facing bureaucratic pathology, leaders have several opportunities to utilize leadership styles that can bring about positive change. By implementing various leadership styles, leaders can effectively overcome problems and improve organizational performance.

One leadership style that can be adopted effectively is the transformational leadership style. This style has the potential to change culture and behavior within bureaucracies that may be impacted by bureaucratic pathology. Leaders who apply this style not only focus on routine tasks, but also try to inspire and motivate team members or subordinates.

A democratic leadership style can also be a valuable opportunity in dealing with bureaucratic pathologies. In this leadership style, the leader involves subordinates in decision making and provides space for active participation. By involving subordinates in the decision-making process, leaders can reduce resistance to change and create a greater sense of ownership among subordinates.

Another important opportunity is improved communication between leaders and subordinates. Effective

communication can help overcome obstacles and misunderstandings in bureaucracy. Leaders who are able to communicate clearly and openly can build strong relationships with subordinates, strengthen trust, and facilitate better collaboration in overcoming bureaucratic pathologies.

The development of leadership qualities within the bureaucracy is also a significant opportunity. Leaders who have high leadership qualities and effective communication skills will be better able to overcome bureaucratic pathology. Targeted leadership training and development can help leaders face the challenges associated with bureaucratic pathology.

An effective leadership style in dealing with bureaucratic pathology by focusing on good government can create important opportunities. The following are several leadership style opportunities that can be taken in dealing with bureaucratic pathology with the aim of achieving good government:

1. Transparency and Accountability

The first opportunity is to strengthen transparency and accountability in the bureaucratic system. A leadership style that encourages transparency and accountability will provide opportunities for leaders to examine and correct unhealthy or corrupt practices in the bureaucracy. This can be done by implementing a clear reporting system, strict supervision,

and firm disciplinary action against violations.

2. Community Participation and Involvement

The next opportunity is to involve the community in the decision-making process and monitoring bureaucratic performance. A leadership style that encourages community participation and involvement will open up opportunities for leaders to obtain input and feedback from the community regarding bureaucratic performance. By involving the community, leaders can correct weaknesses in the bureaucratic system and increase public trust.

3. Innovation and Change

Another opportunity is to encourage innovation and change in the bureaucracy. A leadership style that provides space for innovation and change will enable leaders to overcome bureaucratic pathology by adopting new technology, more efficient work methods, and developing policies that are more adaptive to changing times. Leaders who are progressive and brave in taking risks in making changes can create a more responsive and effective bureaucracy.

4. Education and Resource Development

The final opportunity is to improve education and human resource development in the bureaucracy. A leadership style that

focuses on education and development will provide opportunities for leaders to train and develop the skills and competencies of bureaucratic employees. By improving the quality of human resources, bureaucracies can operate better and deal with bureaucratic pathologies more effectively.

In carrying out these opportunities, leaders with a good leadership style must have a clear vision, strong communication skills, and skills in managing change. They must also be committed to building a work culture that is transparent, has integrity and focuses on good public services. By implementing an effective leadership style, good government can be achieved and bureaucratic pathology can be overcome.

Threats That Inhibit Leadership Styles in Dealing with Bureaucratic Pathology

In facing the challenges of bureaucratic pathology, leaders are faced with various threats that have the potential to hamper the effectiveness of their leadership style. One threat that may be faced is resistance to change in the bureaucratic environment, which can arise due to uncertainty or discomfort with the proposed change. Additionally, rigid policies and procedures and a lack of flexibility in bureaucratic systems can be serious obstacles for leadership seeking to implement innovation or improve performance. Moreover, nepotism

policies or non-transparent practices can damage morale and trust within an organization, threatening the integrity of leadership. Therefore, in overcoming bureaucratic pathology, a leader needs to identify and manage wisely these threats, as well as develop strategies that can strengthen the foundations of sustainable leadership.

Uncertainty, as one of the threats that can be faced in managing bureaucratic pathology, can be a factor that hinders the effectiveness of leadership styles. This uncertainty can arise from a variety of sources, such as policy changes, organizational restructuring, or even lack of clarity in desired goals and direction. In this context, effective leadership is needed to overcome the challenges of uncertainty by providing clear direction and guiding subordinates through these changes and uncertainties. Responsive and adaptive leadership is key to navigating an uncertain environment, ensuring that teams remain focused, organized and moving forward despite uncertainty. Thus, leaders who are able to manage uncertainty wisely will be able to minimize its negative impact on organizational performance in dealing with bureaucratic pathology.

Limited resources are a significant obstacle to leadership styles that attempt to overcome bureaucratic pathology. Bureaucracies affected by pathology often face challenges in resource allocation, including budget, personnel and infrastructure aspects.

These conditions can limit the scope and effectiveness of the actions a leader can take. In this context, leaders need to develop creativity and efficient resource management strategies to overcome these limitations. The ability to identify priorities, make wise allocations, and implement innovative solutions will be key to managing resources optimally. Thus, leaders who successfully overcome resource limitations will be able to lead organizations through the challenges of bureaucratic pathology in an efficient and sustainable manner.

Another significant threat is the existence of policies and regulations that do not support efforts to overcome bureaucratic pathology. Sometimes, existing policies and regulations within bureaucratic structures can become serious obstacles to the implementation of necessary changes. In this context, a leadership style that seeks to deal with bureaucratic pathology needs to have the ability to carefully identify incompatibilities between organizational goals and existing regulations, and design effective strategies to overcome these obstacles. Effective leaders will be able to communicate effectively with relevant stakeholders, champion supportive policy changes, and strategically navigate the process of regulatory change. Thus, leaders who are able to overcome policy and regulatory obstacles will be able to guide organizations through the transformation necessary to more

successfully overcome bureaucratic pathologies.

In dealing with these threats, it is important for leaders to develop appropriate strategies. Leaders need to build effective communication, obtain support from relevant parties, and manage change wisely. Apart from that, leaders also need to consider the organizational context and find solutions that suit existing conditions.

CONCLUSION

It can be concluded that leadership style reflects the leader's behavioral approach in influencing, motivating and directing team members. Each type of leadership style determines how the leader designs and implements plans and strategies to achieve set goals, taking into account stakeholder expectations and the well-being of team members.

Each leadership style has advantages and disadvantages that need to be considered. For example, a leadership style that is too authoritarian can create resistance among team members, while a leadership style that is too democratic can slow down the decision-making process. Therefore, leaders need to have a deep understanding of their bureaucratic context and choose a leadership style that best suits the dynamics of their organization.

In facing bureaucratic pathology, leaders have several opportunities to utilize leadership styles

that can bring about positive change. By implementing various leadership styles, leaders can effectively overcome problems and improve organizational performance. This style has the potential to change culture and behavior within bureaucracies that may be impacted by bureaucratic pathology. Leaders who apply this style not only focus on routine tasks, but also try to inspire and motivate team members or subordinates. A democratic leadership style can also be a valuable opportunity in dealing with bureaucratic pathology. In this leadership style, superiors involve subordinates in decision making and provide space for them to participate actively. By involving subordinates in the decision-making process, leaders can reduce resistance to change and create a greater sense of ownership among subordinates.

Leaders face various threats that can affect the effectiveness of their leadership style. Rigid policies and procedures and inflexible bureaucratic systems can pose major obstacles for managers in their efforts to introduce innovation and improve performance.

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