



Leadership Style at Balai Bahasa Sumatera Barat on Employee Performance Based on Transformational Theory

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Abstract

Leadership style is something that a leader should apply, as an employee must want to be led by a leader who has a clear vision of mission, understands how to goals and direct its members in doing work, an organization can work well if led by clear leaders and able to create a very good leadership spirit towards its members to create it good teamwork in advancing company or organization. this research aims to see how leadership exist in the west sumatera language center. the method used is a qualitatif method base on observation. Directly and conducting interviews, the result of which is that the leadership at the west sumatera language center has provided very good development for its employee and the company.

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INTRODUCTION

A leader is someone who enforces rules, provides direction, organizes, and controls the efforts of others through prestige, power, or position (Suwanto, 2019). A leader holds a high position within an organization, serving as a task giver to those in lower positions (employees). A leader is not only confined to handling internal organizational issues but also addresses external organizational issues to achieve the organization's goals. Naturally, a leader has a leadership style to accomplish these objectives.

Leadership itself is an effort aimed at achieving individual or organizational goals. Griffin and Ebert (as cited in Wijono.S, 2018) state that leadership is the process of motivating others to work towards achieving predetermined goals. Similarly, Ricky and Ronald (as cited in Wijono.S, 2018) define leadership as the process of motivating others or followers to work towards set objectives. Achieving organizational goals requires balancing employee needs with effective communication between leaders and subordinates. Employees are the most critical resources in a company; their cooperation within the organization or company can achieve its goals. One significant factor in enhancing employee performance is effective leadership.

Leadership style can be defined as the approach taken by a leader to influence their members, focusing either on tasks or collaboration with members (Asnawi, as cited in Ferdinandito.A., et al., 2021). The leadership style adopted by a leader determines the success or failure of an organization or company. However, this is evident from numerous corruption cases involving leaders and employees. For instance, the recent corruption case of the Sidoarjo Regent (April 26, 2023), reported by Umsida.ac.id, and the case of a bank employee accused of embezzling customer funds (January 30,

2023), reported by infopublik.id. Additionally, Indonesia Corruption Watch (ICW) reported 791 corruption cases in Indonesia in 2023, with 1,695 suspects and a total state loss of Rp28.4 trillion.

Based on this data, many corruption cases occur in both governmental and non-governmental sectors in Indonesia. Thus, good cooperation between leaders and employees is crucial to achieving goals and preventing fraud or fund misappropriation. An example of leadership style in a government organization is the Balai Bahasa Sumatera Barat, led by Dr. Eva Krisna, M.Hum. She was appointed on February 28, 2023, after serving as the head of the subfield of literature development and promotion. Under her leadership, the organization has made significant progress. Her leadership style is noteworthy for its collaboration, democracy, innovation, open communication, clear vision and mission, and supportiveness in addressing internal and external issues. Therefore, the leadership style at Balai Bahasa Sumatera Barat is quite interesting to study. Hence, this article aims to present the findings on the leadership style at Balai Bahasa Sumatera Barat.

LITERATURE REVIEW

Transformational Theory

According to Popper, as cited in Khaterine (2005), "theory is a net cast to capture what we call the world." Some also describe theory as the foundation or core of knowledge, essentially a collection of knowledge that serves to explain various natural and social phenomena, enabling humans to control these phenomena using existing explanations (Waharini, F. M., 2018). Hence, theory can also be understood as a study on a particular issue. This study examines Transformational Theory.

Anggraeni, Y., & Santosa, T. E. C. (2013:55) state that transformational leadership refers to the process of building commitment to the organization and instilling confidence in followers (employees) to achieve it. It is defined as the subordinates' perception of a leader's behavior in addressing subordinates by being more aware of the outcomes of efforts, prioritizing group interests, elevating needs to a higher level, and paying more attention to individual factors. Moreover, according to Giltinane (as cited in Gaol, N. T. L. 2016:216), a leader who tends to use a democratic approach in their leadership is referred to as a transformational leader.

There are four main components of transformational leadership (Sukatin et al., 2023:9-12):

1. Idealized Influence (Charisma): This involves providing an understanding and awareness of the mission, fostering pride, and nurturing respect and trust among subordinates, or the leader being able to serve as a role model.
2. Inspirational Motivation: This involves providing an understanding and awareness of the mission, fostering pride, and nurturing respect and trust among subordinates, or providing inspiration.
3. Intellectual Stimulation: This includes intelligence, rationality, and careful problem-solving, or the leader's ability to engage subordinates in collaborative problem-solving.
4. Individualized Consideration: This means giving attention, development, guidance, and special training to each individual.

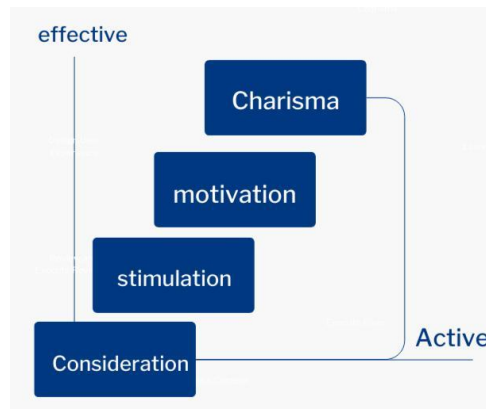


Image 1. four main components of transformational leadership

The above components summarize a transformational leadership style that effectively supports followers (employees). This aligns with the leadership style at the Balai Bahasa Sumatera Barat.

Democratic Leadership Style

Laliasa et al. (as cited in Djunaedi, R. N., & Gunawan, L., 2018) describe democratic leadership as the ability to encourage others to cooperate in achieving predetermined goals. In a democratic leadership style, various tasks are decided collectively by both the leadership and the employees. Additionally, Khosiah, S., & Maryani, K. (2020) state that democratic leadership is a type of modern and participative leadership where every member is asked to participate in the leadership process and contribute their thoughts and efforts to achieve the organization's goals.

The Relationship Between Leader and Leadership Style

Transformational leadership is characterized by a leader's ability to motivate and foster good cooperation. This is evident in the Balai Bahasa Sumatera Barat, where leaders and subordinates work together harmoniously and democratically, solving problems through discussions (deliberations) to find solutions.

MATERIALS AND METHODS

The research method employed by our group in this study is qualitative, involving interviews conducted at the Balai Bahasa Sumatera Barat to gather information about leadership styles. Qualitative method itself is a scientific research method aimed at understanding a phenomenon within its natural social context by emphasizing a deep interaction and communication process between researchers and the issue under investigation. We chose this approach because we believe it is highly capable of discussing leadership styles effectively through direct observation at the Balai Bahasa Sumatera Barat. Additionally, we conducted interviews with the public relations coordinator at the Balai Bahasa Sumatera Barat, focusing on leadership styles and exploring potential leadership-related conflicts. We found these interviews satisfactory, as the answers to our questions were quite helpful in enriching this academic work.

This academic work focuses on the leadership styles at the Balai Bahasa Sumatera Barat, utilizing transformational theory and the democratic leadership model, with the aim of completing this research project.

RESULTS AND DISCUSSION

RESULTS

In the Balai Bahasa Sumatera Barat organization, there are several divisions, as seen in the organizational structure of the Balai Bahasa Sumatera Barat below:

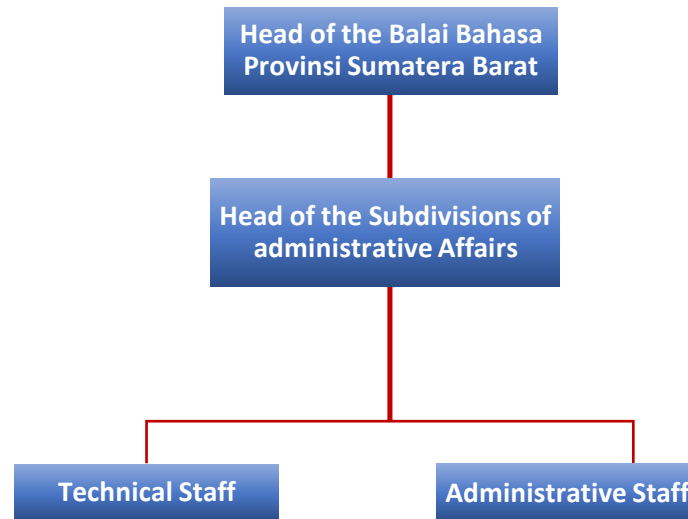


Image 2. organizational structure of the Balai Bahasa Sumatera Barat

The Balai Bahasa Sumatera Barat is led by a Head of the Center who is assisted by the Head of the Subdivision of the Administrative Section, overseeing technical and administrative staff. Each task and section at the Language Center has a designated person in charge but remains under the supervision of the leadership. The Language Center also has a Public Relations (PR) section, which plays a role in building a positive image of the Center. The PR section is divided into several parts, one of which is Yollanda Paudie, the coordinator of the KKLP PR (expertise and professional services group). The author conducted an interview with her regarding the leadership style at the Balai Bahasa Sumatera Barat.

Leadership Style

Based on the interview with Yollanda Paudie, the PR coordinator, the leadership style within the Balai Bahasa Sumatera Barat is democratic. A democratic style involves cooperation between leaders and employees to achieve goals. She stated:

"Regarding the leadership style at the Language Center, our leader implements a democratic style where there are rights and responsibilities." (Yollanda Paudie, interview, May 30, 2023)

This statement explains that the leader provides rights and responsibilities as a working method within the organization to foster mutual respect and accountability among colleagues and leadership. For example, tasks assigned by the leader must be completed within the given timeframe, emphasizing the obligation of employees. According to Transformational Theory, a leader gives trust to subordinates to achieve goals.

Impact of Leadership Style on Employee Performance

Thoah (in Khairizah, A. 2015:1269) stated that through leadership, a leader can influence employees' perceptions and motivate them by directing them to clear tasks, achieving goals, job satisfaction, and effective work execution. The Balai Bahasa Sumatera Barat, in the interview, indicated that the leadership style significantly affects employee performance. The application of a transformational style has shown a positive impact on the organization, as noted by the PR Coordinator of the Language Center:

"There have been many changes because, during the current leadership, many innovations have been made by our head of the center." (Yollanda Paudie, interview, May 30, 2023)

Under the current leadership, the Language Center has positively impacted employee performance. Changes include transparently addressing conflicts, both internal and external, engaging in discussions, providing rights and responsibilities to employees, and ensuring smooth communication. These efforts have motivated and valued employees, demonstrating that leadership style greatly influences employee performance in achieving organizational goals. This statement is supported by the interview with the PR Coordinator of the Balai Bahasa Sumatera Barat.

Resolving Conflicts

The Balai Bahasa Sumatera Barat also explained how to resolve internal conflicts among employees. Conflicts are common within any organization, but if not handled correctly, minor conflicts can escalate and harm many parties. Resolving issues in an organization is crucial for a leader, as they hold a respected and high position. One way to resolve problems at the Balai Bahasa Sumatera Barat is:

"If there's a conflict, it's usually discussed together, depending on the issue. If the issue is sensitive, only those involved are called in for a private discussion." (Yollanda Paudie, interview, May 30, 2023)

Based on this interview, the leadership style at the Balai Bahasa Sumatera Barat in resolving conflicts involves discussions or meetings to find solutions together, depending on the problem. This approach aligns with one of the elements of transformational theory, namely individual consideration, where the leader provides attention, guidance, and mentoring, allowing the leader of the Balai Bahasa Sumatera Barat to resolve conflicts wisely.

Table 1. Conflict Resolution

No.	Parties Involved	Conflict Description	Conflict Resolution
1.	Treasurer and Budget Compiler (2023)	During an official trip around West Sumatra, miscommunication occurred between an employee booking hotels and the budget compiler, where expenses didn't match.	The leader instructed the treasurer to recheck with the budget compiler, revealing a miscommunication in the stated amounts. Coordination with the employee followed.
2.	Budgeting and Language Ambassador Division (2022)	Miscommunication arose regarding budget allocation for language ambassador events, unresolved despite initial efforts, eventually escalated to higher management.	A comprehensive meeting was organized with all West Sumatra Language Center staff, reevaluating budget data to find a resolution. Supervision by the leader and treasurer ensured clarity, ultimately pacifying the conflicting parties.
3.	Security guard and management	The security guard, a contract worker, protested lack of benefits and reported to the sub-section without response, finally reaching upper management.	Upon reaching management, the leader provided directives, clarifying that central regulations couldn't be compromised or altered. This enlightened the situation regarding established government rules.

Source: Yolanda Paudie, interview, May 30, 2023

The table illustrates the types of conflicts that occurred within the Balai Bahasa Sumatera Barat organization and were wisely resolved by its leadership. The leader first engaged in discussions with the conflicting parties to identify solutions and provided guidance towards reconciliation. This approach aligns with the third element of transformational theory, Intellectual Stimulation, where problem-solving is conducted meticulously. A good leader assists in resolving issues to prevent misunderstandings or communication breakdowns.

Motivation and Innovation

Changes within the Balai Bahasa Sumatera Barat under the current leadership highlight the organization's progress or regression with leadership transitions. According to transformational theory, leadership reflects the personal traits or character of an individual leader, resulting in varied

leadership styles. In an interview with the Public Relations Coordinator, it was noted that the leadership style of the Balai Bahasa Sumatera Barat has adapted and innovated in response to the evolving work environment and the advent of digital media. Transparency has become crucial in communicating workplace issues or organizational events to the public.

Establishing Communication

Misunderstandings, such as the conflicts listed in the table, are common in organizations. To avoid discomfort in the office, organizations can leverage current technology or discuss issues in person to achieve goals through unity.

"As with other institutions, misunderstandings occur, but in our institution, besides meeting regularly in the office, we also have a WhatsApp group, so issues can be resolved either face-to-face or through the group." (Yolanda Paudie, interview, May 30, 2023)

The interview highlighted that communication within Balai Bahasa Sumatera Barat is effective, as misunderstandings can be addressed directly or via WhatsApp. Communication is vital for any organization, serving as the primary means to achieve goals and fostering harmonious relationships.

DISCUSSION

In the study of the Balai Bahasa Sumatera Barat, the author confirms the positive interaction between leadership and employees in the government, aligning with transformational theory. Transformational theory sets an example or model for employees, encouraging them to be motivated, creative, and innovative. The interview results indicate that the leadership style at Balai Bahasa Sumatera Barat adheres to transformational theory, where the organization's leadership provides motivation to employees.

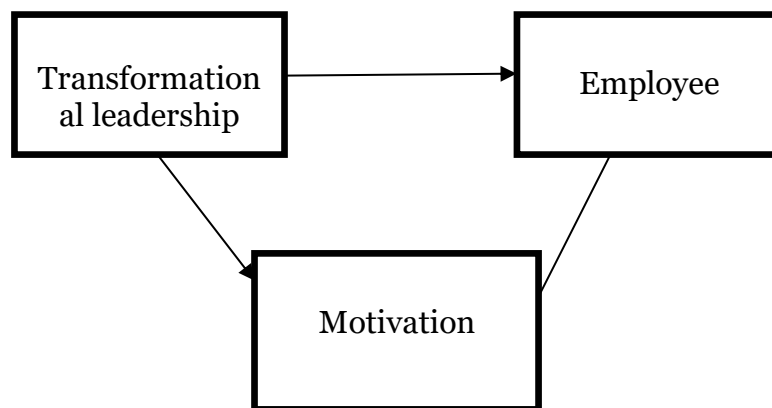


Image 3. Conceptual Framework

As illustrated above, transformational leadership motivates employees to collectively achieve organizational goals. Essentially, improving employee performance depends on the leadership style of the leader. In transformational leadership, a leader has the opportunity to interact with followers. Geib and Swenson (in Firmansyah, R., & Kurniawan, D.T., 2021) state that transformational leadership is a method for achieving change through organizational strategy and structure. As noted in the interview:

"Currently, maybe because the office tasks and functions have changed, we are divided into KKLP, which are groups of expertise and professional services. There are 7 KKLPs in this office." (Yolanda Paudie, interview, May 30, 2023)

This indicates a change in strategy and structure, where Balai Bahasa Sumatera Barat is divided into seven KKLPs (groups of expertise and professional services), each with a coordinator. Above the KKLP coordinators are work teams, then above the work team leaders is the head of general affairs,

and above that is the head of the center. This structure allows employees at Balai Bahasa Sumatera Barat the freedom to make decisions as each KKLP understands its functions best. However, they are supervised to ensure they stay on track, and the head of the center provides guidance if they deviate from their tasks. According to Khairizah, A. (2015), employee performance is the result achieved when employees carry out the tasks assigned to them according to established criteria. Furthermore, Gibson et al. (in Rang, D. S., 2013) state that employee performance is a measure used to compare the results of tasks and responsibilities given by the leader within a certain timeframe. It also measures the performance and achievements of the organization.

Important Implications for Balai Bahasa Sumatera Barat:

1. The Importance of Transformational Leadership. The leadership at Balai Bahasa Sumatera Barat needs to continuously enhance its transformational leadership style to boost employee morale.
2. Motivation and Encouragement. The leadership at Balai Bahasa Sumatera Barat should provide motivation and encouragement to employees to achieve common goals.
3. Effective Communication. The leadership at Balai Bahasa Sumatera Barat must communicate effectively with employees and create a positive work environment.

This study only examines the role of transformational leadership, but there are various leadership styles. According to the theoretical review of leadership styles at Balai Bahasa Sumatera Barat, it follows a democratic leadership type, which allows employees to voice their opinions and humanizes them. Based on interviews with Yolanda Paudie, the Public Relations Coordinator, the transformational leadership style applied by Eva Krisna, the head of Balai Bahasa Sumbar, shows a positive impact on employees. As illustrated in the table, the leadership effectively resolves conflicts among employees and implements many changes. The leadership style at Balai Bahasa Sumbar focuses on achieving common goals, as confirmed by the author's interviews.

CONCLUSION

Therefore, the conclusion of this research is that the leadership style at Balai Bahasa Sumatera Barat uses a democratic model, where employees are not treated authoritatively and leaders provide motivation. In this democratic leadership model, leaders involve employees in decision-making and give them the opportunity to make decisions independently while performing their tasks. Leaders also provide encouragement and motivation to employees to achieve common goals.

The transformational leadership style has a positive and significant impact on the work spirit at Balai Bahasa Sumatera Barat. This indicates that the transformational leadership style applied by the leadership is increasingly effective. As a result, the work spirit of the employees at Balai Bahasa Sumatera Barat improves as well. A leadership style that encourages employees to achieve higher goals is key. Transformational leaders not only have clear goals, but they also effectively communicate these goals to their employees. Moreover, Balai Bahasa Sumatera Barat demonstrates the ability to build good relationships with employees and create a pleasant work environment.

Work spirit is the drive and motivation of employees to work with enthusiasm and dedication. Employees with high work spirit are more productive and contribute more significantly to the organization. Thus, conflicts that arise within Balai Bahasa Sumatera Barat can be resolved effectively, as indicated in the study above.

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