

**Leadership Style Analysis of The Head of The Center for Statistics (BPS)  
of Tulang Bawang Barat District**

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**ABSTRACT**

*The purpose of this study was to determine the application of the leadership style of the Head of the Central Bureau of Statistics (BPS) of Tulang Bawang Barat Regency. BPS is a Non-Ministerial Government Institution directly responsible to the President, with the vision of "Provider of Quality Statistical Data for Advanced Indonesia". The research method used is qualitative research. The data collection technique used is the interview method and the sample is an employee of BPS Kab. Western Onions. From the research conducted, it can be concluded that of the four existing leadership styles, namely directive, participatory, supportive, and achievement-oriented leadership styles, the most prominent leadership style applied is the directive leadership style. Meanwhile, the least dominant leadership style is achievement-oriented leadership style.*

**Keywords: Leadership Style, Leaders, Organization**

## **INTRODUCTION**

Organization is the preparation and regulation of the number of certain parts to become a single unit that is mutually regulated and combined with cooperation so that the goals are achieved as expected. (Dahlan: 2004). Meanwhile, according to Bernard (1938) an organization is two or more people who are collaborating in which communication is needed within it so that goals can be achieved. In each of its members, Bernard emphasized that there must be motivation and information provided and decisions must be made by some of the other members. According to Weisbord (1976) there are several things that influence the success of an organization, viz goals, structure, rewards, work methods, relationships, and leadership.

An organization, both formal and non-formal, must have a leader who will be responsible for the success of an organization. The leader is a pioneer, someone who is willing to step in conditions where the future is unknown. The existence of a clear vision for a leader can be a guide in carrying out its main functions and tasks (Kouzes: 2007). A leader should be able to manage the organization with all its advantages and disadvantages so that the goals set can be achieved.

Meanwhile, the ability inherent in a leader is referred to as leadership. Leadership talks about a leader's ability to carry out their duties so that the set goals can be achieved. Fahmi (2016) explains that leadership is a science that discusses comprehensively how to supervise, influence, direct others to do work

according to orders that have been designed.

The Central Bureau of Statistics (BPS) of Tulang Bawang Barat Regency is part of a government organization that has a vision or purpose. With the vision of becoming a provider of quality statistical data for developed Indonesia, BPS also sees the importance of the leadership role and leadership style possessed by the head of BPS in order to achieve this goal. As previously stated that leaders have a vital role to achieve organizational goals, BPS leaders must have the ability to mobilize their members to achieve the goals that have been set.

In the following, initial research data is presented regarding the conditions in BPS Kab. West Tulang Bawang as follows: there is inequality in the division of labor. there are some employees who have a very high workload but there are some employees who have enough free time at work. Some employees have a tendency to think that the work that must be done is in their own function. Outside of its function, the employee considers it is not part of his job. This sometimes causes jealousy between employees so that the tasks given sometimes cannot be completed effectively and efficiently.

From this background, researchers are interested in knowing how the leadership style is applied within the scope of BPS Kab. Western Onions. Researchers will conduct research with the title "Leadership Style Analysis of the Head of the Central Bureau of Statistics of West Tulang Bawang Regency".

## **LITERATURE REVIEW**

### **1. Leadership definition**

Leadership according to Wahjosumidjo (1987) is a condition that exists in a leader with characteristics such as ability, ability, personality. Leadership should be attached to a leader. Moejiono (2002) explains that leadership is a one-way influence, because it is possible that the qualities possessed by a leader are different from those of his followers.

It can be said that leadership is an attribute attached to a leader. And leadership is something that leaders need to direct, organize, manage members of their organization to achieve common goals. Without leadership, the leader is just a person who is no different from other members of the organization. Leadership is the difference between leaders and members who are led.

An organization led by a leader who does not have leadership is undoubtedly difficult to achieve its goals. Because without this leadership, organizational members will find it difficult to organize and do not have specific tasks to be carried out in order to achieve organizational goals.

### **2. Leadership function**

Function is a description of the ideal role in doing something according to a certain order that is owned by an entity. According to Syukron (2014) there are six leadership functions, namely:

#### **a. Planning Function**

An organization without a plan will not run well so that

later members of the organization will find it difficult to implement the values to achieve their goals. Thus an important planning function is carried out by a leader. Initiation of an organizational plan from a leader is a crucial matter. With the planning function, the leader will provide a compass for its members so they can move in the direction expected.

#### **b. Forward Looking Function**

A leader must have a vision achievement and how to achieve it. Vision makes the organization have the passion to stay alive and strive to achieve its goals. The vision that is owned must be balanced with sensitivity to the development of situations that occur both outside and within the organization. With this sensitivity, leaders can find out if a threat appears to an organization.

#### **c. Loyalty Development Function**

Loyalty must be owned by all members of the organization, especially a leader. Leaders with high loyalty will set an example for their members so that they will be more motivated to be more loyal to their organization.

#### **d. Oversight function**

After the vision and mission of the organization are formed, of course it must continue to be guarded so that it runs as it should. This is where the role of control or supervision of a leader is needed. Leaders must supervise

each member and ensure that the organization runs according to the direction and goals that have been determined.

e. Decision Making Function

In its journey, an organization will certainly encounter various obstacles. Sometimes these obstacles must be resolved by making a decision. The decisions taken can of course be obtained by collective decisions from the results of the problem study. But sometimes there will be situations where the decisions made are individual decisions of a leader. This is where the role of the leader becomes vital in decision making. When the right decision is made, the organization will run well again, but on the contrary the organization will experience setbacks when the leader makes the wrong decision.

f. Function Provides Motivation

There are times when members of the organization experience boredom at work with all kinds of reasons behind it. This is where the leader must be present to overcome these saturations. Leaders must be good at seeing the background that causes it to happen and then provide motivation for them. It is not easy to motivate others, but this is something that must be done by a leader.

**3. Leadership style**

Talking about the leader of an organization, of course in leading, leaders have their own way or style within their organization. Leadership style is a

way that a leader has in showing an attitude that is his trademark in influencing his employees so that organizational goals can be achieved (Mulyadi: 2015). Meanwhile, Busro (2018) said that leadership style is a way for leaders to exert influence on their followers so that they are always willing to carry out various joint actions ordered by the leadership without feeling pressure, which can later achieve organizational goals.

The conclusion from the definition above is that leadership style talks about a way, behavior, and attitude possessed by a leader to influence his members to achieve organizational goals.

House in Robbins (2006), conveys several types of leadership styles, namely:

a. Directive Leadership

Leaders with a directive leadership style tend to always give specific directions to their members. The leader directs specifically what must be done by its members so that the leader can provide measurable supervision for its members.

b. Supportive Leadership

Leaders and groups relate well and show sensitivity to the needs of its members.

c. Participatory Leadership

Decision making by the leader is done with the group through consultation and information sharing.

d. Achievement Oriented Leadership

Its members are faced with challenges given by leaders in achieving

organizational goals and encouraging high performance, as well as showing confidence in the ability of the group.

### **Previous Research**

The research conducted has differences from previous studies in terms of location, population, and the object to be studied. While the similarities with previous research are the similarities in concepts and theories, as well as the research methodology used (interview and observation methods)

### **RESEARCH METHODS**

In the process of analysis, the use of qualitative descriptive analysis is used by researchers in conducting research. Sugiyono (2019) said that the qualitative method is a research method based on the philosophy of postpositivism, which is used to research natural object situations, (the opposite of which is experimentation) where the key instrument is a researcher, in collecting data using triangulation techniques (combined), the nature of the data analysis is qualitative/inductive, and the results of the research are qualitative which will later emphasize the meaning of generalizations. Meanwhile, Nazir (2014) said that the descriptive method is a method in conducting research on the status of a human group, a system of thought, a condition, an object, or a condition in the present.

The object used in this study is the Head of BPS Kab. Tulang Bawang Barat, while the subjects of this study were BPS Kab. Western Onions. The population in this study were all active employees of BPS Kab. Western Onions. Sampling was

done by purposive sampling. Purposive sampling is a sampling technique with certain considerations (Sugiyono: 2016). Purposive sampling technique was used in this study because not all samples have criteria that match the existing phenomena. Therefore, purposive sampling was chosen to determine certain considerations or criteria that must be met by the sample. The collection method used in this study is by interview and observation methods.

In collecting data, the researcher directly observed the condition/situation of the BPS Kab. Western Onions. In this observation, the researcher acts as an observer who observes the leadership style carried out by the Head of BPS Kab. Tulang Bawang Barat and the responses given by BPS Kab. Western Onions. Interviews were also conducted with BPS Kab. Western Onions. In the interview, information was collected regarding the leadership style applied at BPS Kab. Western Onions. This research period was conducted from 26 to 30 September 2022.

### **RESULTS AND DISCUSSION**

The discussion in this research is to identify four leadership styles based on House in Robbins (2006), namely directive, supportive, participative, and achievement-oriented leadership styles.

#### **Directive Leadership Style**

Directive leadership is a leadership style that has a positive relationship with the expectations and satisfaction of subordinates, as well as giving specific assignments or orders. The tendency of directive leaders based on Sutarto (2001) is:

1. Establish achievement-reward relationships.
2. Use rewards and punishments to control subordinate behavior.
3. Provide the necessary information and instructions.
4. Train employees to carry out tasks.
5. Establish a definite channel of command.
6. Assign responsibility for implementation.
7. Establish implementation of group goals.

From the results of the interviews obtained information, namely:

1. "Leaders always provide measurable directions in assigning tasks and responsibilities to their subordinates. The leader explains in detail what needs to be done, the target to be achieved and even thinks about the ways that must be done to complete the task. Leaders know with certainty the vision and mission of BPS Kab. Tulang Bawang Barat so that the directions given are always appropriate to the goals of the organization.
2. "The leader does not only use his position to give instructions that benefit him personally. The authority or power that is owned is actually used for the benefit of the organization. In addition to the directions that have been given, the leader also always monitors the progress of the task, helps solve problems when obstacles are encountered. This shows that leaders are not only directives but also responsible for what has been directed to their employees.

From the analysis conducted, it is known that the

directive style carried out by the head of BPS Kab. Tulang Bawang Barat not only provides directions but also really understands the goals to be achieved so that the directions given are in accordance with the existing vision and mission. The leader has set goals and task responsibilities. In addition, leaders have also provided information and instructions to employees in their direction so that these directives can be executed properly.

From the interview it was also known that the authority possessed by the leadership was not misused by giving directions that benefited him personally but only for the benefit of the organization. This analysis is in accordance with what has been conveyed by Sutarto (2001) where the directive leader will determine the implementation of group goals, assign responsibility for implementation, train employees to carry out tasks, and provide the necessary information and instructions.

### **Supportive Leadership Style**

Supportive leadership is a leader who is ready to explain problems that occur to subordinates, gives satisfaction to employees, and is easy to approach (Siagian: 2002). Sutarto (2001) stated that supportive leaders tend to do the following:

1. Use rewards as a means of gaining support.
2. Shows personal attention to subordinates.
3. Friendly and easy to find.
4. Hold on-going personal consultations.
5. Encourage subordinates to share

their feelings and concerns.

6. Trying to make harmony in the work group.

The following are the results of interviews with several informants.

1. "The lead lady is like her own family to me. Apart from maintaining his professionalism, he also pays attention to and cares about the condition of his subordinates. Both related to work and matters outside the office such as family.
2. "The leader is a figure that is not rigid. Not just being in the room. He always took the time to go around greeting his subordinates. Not only to discuss work issues but also other things outside of office work. It is not uncommon for leaders to provide support for their employees regarding matters outside of work. It is this concern that makes employees comfortable working under his leadership."

From the analysis carried out it is known that the supportive leadership style carried out by the leadership of BPS Kab. Tulang Bawang Barat brings a positive office atmosphere. Employees feel comfortable working because they always have support from the leadership. This support is not only about work matters but also other matters outside of work which directly affect the employee's working mood.

The attention given by the leadership is a positive value for the implementation of a warm office environment. This is a good capital to get more effective and efficient results of work. Leaders are also easy to find to be invited to discuss and consult about the personal problems

of their employees.

### **Participative Leadership Style**

Siagian (2002) stated that participatory leadership is a leadership style in which the leader uses and seeks advice from his subordinates in making decisions. Meanwhile, the participatory leadership style presented by Tisnawati and Saefullah (2005) is a leader who tends to provide consulting subordinates, accommodate various kinds of input, and subordinates are involved in decision making. Sutarto (2001) explains that supportive leaders tend to do the following:

1. Allows group members to exercise control over the progress of performance.
2. Using the participation of subordinates as a means of communication.
3. Overcome differences or difficulties with subordinates.
4. Allows group members to compose their own work.
5. Allows the group to determine the execution of their own goals.
6. Equally share the failures and successes of the group with subordinates.

The following are the results of interviews with several informants.

1. "Mothers are not leaders who just hand over responsibility and collect the results at the end. He will always oversee the progress of the work that has been given on his journey. And what is no less important, he also takes part when there are difficulties experienced by his subordinates in carrying out their duties.
2. "We feel comfortable because every task given to us is not left

alone in trying to complete the task. Leaders always provide direction and even solutions for jobs that require special attention. In providing solutions, leaders are also not authoritarian, but always listen to ideas and input from their employees.

3. "With all the tasks given, the leader never claims that success is the result of his own work. His employees are always given credit when a job is successful. And it must be conveyed not only in the internal office but also conveyed when there are meetings with other work units.

From the interview it was found that the leadership of the BPS Kab. Tulang Bawang Barat has implemented a participatory leadership style. Where in practice, leaders always take part in the implementation of tasks. In addition, leaders also listen to ideas from their subordinates in policy making. Leaders also give credit for the achievements achieved to their subordinates. Listening to employees' ideas and claiming the success of the group is a positive value for employees. Because that way the employee will feel part of the organization as a whole, and not just a partial task executor.

#### **Achievement Oriented Leadership Style**

House in Robbins (2006) conveys that achievement-oriented leadership is leadership by providing interesting challenges to his subordinates and providing

#### **CONCLUSION AND SUGGESTION**

From the results of the

stimulation so that goals are quickly achieved, and implemented properly. Sutarto (2001) revealed that this leadership style is appropriate for subordinates who are unclear about their duties, subordinates who hope that their efforts will produce achievements, and work that is not repeated. Following are the results of interviews with several informants:

1. "The matriarch never seems to use some sort of reward to her employees for tasks well done. Reward seems only in the form of praise. Even though sometimes there is also a desire to be given a special reward, until now this kind of treatment has not been a problem for us."
2. "Actually the reward for completing the task is not something that is expected. Because we consider the reward to be inherent in our performance allowance. What is actually expected is punishment in the form of a decrease in performance allowances for employees who are considered not to have made the maximum contribution to the office.

From the results of these interviews it can be seen that the leadership of BPS Kab. West Tulang Bawang does not really apply achievement-oriented leadership. On the one hand, there are employees who don't mind this, but there are some employees who want special treatment to be given when there are employees who don't contribute optimally to the office.

interviews and observations made, several things can be concluded, namely:

1. Head of BPS Kab. Tulang Bawang



Barat does not only apply one type of leadership style but a combination of the four existing leadership styles, namely directive, supportive, participative, and achievement-oriented leadership styles.

2. Of the four leadership styles, there is one leadership style that is most dominant, namely directive leadership. Head of BPS Kab. Tulang Bawang uses its authority with professional directions while still referring to the vision and mission of the organization.
3. The lowest applied leadership style is achievement-oriented leadership. Head of BPS Kab. Tulang Bawang does not apply rewards and punishments to employees with achievements or defaults.

From the results of this study, the writer can suggest that leaders should maintain the existing leadership style. In addition, leaders can improve the achievement-oriented leadership style so that employees can feel more treated the same so that productivity increases.

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