

# THE APPLICATION OF DEMOCRATIC LEADERSHIP STYLE OF THE HEAD OF BANGUN VILLAGE, MUNJUNGAN DISTRICT, TRENGGALEK REGENCY

Slamet Hariyanto <sup>1</sup> , Laili Ramadhani Puji Rahayu <sup>2</sup> , Nanda Andini <sup>3</sup> , Daniel Supriyadi <sup>4</sup>  
[slamethariyanto446@gmail.com](mailto:slamethariyanto446@gmail.com) , [laili.ramadhani62@gmail.com](mailto:laili.ramadhani62@gmail.com)  
[nandaandini2112@gmail.com](mailto:nandaandini2112@gmail.com) , [ssupatmini9@gmail.com](mailto:ssupatmini9@gmail.com) ,  
Tulungagung University

## Abstract

This study examines the application of the leadership style of the Head of Bangun Village, Munjungan District. This research aims to evaluate how effectively the Head of Bangun Village uses a democratic leadership style. A qualitative descriptive approach and literature review were used in this study. The research results on indicators of the democratic leadership style of Pasolong in Hardianti (2016): 1) Decisions are taken jointly. The village head always discusses joint decision-making with his staff and offers opportunities or involves staff in decision-making. 2) Appreciate the potential of subordinates; in this case, the village head often thanks his staff because it can provide a positive effect or motivation to employees in improving performance towards village progress; 3) Hearing criticism, suggestions and opinions of employees that leaders cannot be separated from criticism, input and opinions when leading a government agency. This can be seen when the village head wakes up always accommodates, and listens to criticism, suggestions, or opinions levelled at him from any party, including his employees; 4) Working closely with subordinates, the village head of Bangun has worked well with his subordinates and the village head of Bangun always goes directly to the field with his employees. The application of the democratic leadership style of the Bangun Village Head is considered to be so dominant in showing cooperation with subordinates.

**Keywords:** *Democratic Leadership; Village head*

## I. INTRODUCTION

Leadership is defined as a person's ability to lead, provide direction, and manage a group to achieve a pre-planned common goal. Leadership is also defined as a critical factor in achieving the goals of a group. The leadership style applied by a leader will affect the motivation, attitude, and performance of group members. According to Robbin Judge (Robbins & Judge, 2008), leadership is " the ability to influence a group to achieve a vision or set of goals." Leadership styles are divided into several types, namely authoritarian leadership, which makes decisions alone without involving members; Transformational Leadership which motivates members to achieve their highest

performance; Service Leadership which focuses on the interests of team members; and Situational Leadership which adapts its leadership style to the current situation. However, there is one type of leadership style that is interesting to be discussed in this study, namely democratic leadership, whose style is characterized by the active participation of team members in decision-making, as well as frequent open discussions as a form of mutual respect for differences of opinion.

Munjungan District is one of the sub-districts in Trenggalek Regency, consisting of various villages, including Bangun Village. The number of staff responsible for various public service tasks in Bang Gun Village is significant. However, there has been a decline in performance in Bangun Village in recent years, which can affect the quality of public services. The occurrence of a decrease in performance is also something that is always associated with the leadership attitude of someone who acts as a leader in their area. Considering that Bangun Village is experiencing the same thing, it is necessary to analyze the leadership attitude of the Head of Bangun Village more deeply. Referring to Article 26 Paragraph 4 of Law Number 6 of 2014 (Law No. 6 of 2014, 2014) regarding Villages, it is stated that a Village Head is obliged to do several things, including implementing the principles of village governance that are accountable, transparent, professional, effective and efficient, as well as organizing good Village Governance.

In the context of this study, the researcher wanted to identify the application of the democratic leadership style of the Head of Bangun Village. In carrying out their duties and responsibilities, the village head and village officials must comply with the regulations that have been made based on a mutual agreement. However, problems are often encountered when officials and village heads need to comply with the agreed regulations. This is reflected in the employee's non-compliance with the agreed work schedule and rest time. It was also noted that the village head was often absent when needed. This is very important to examine in depth because it directly impacts employee performance and the quality of service in the public sector. Therefore,

With this research, the authors hope to write and present an understanding that readers can accept regarding the importance of implementing a democratic leadership style and work efficiency by always obeying the rules and working hours of employees. The findings of this study can also provide input to the Head of Bangun Village and other village leaders in improving and optimizing their leadership style. This is intended so that every leader can carry out their duties by what has been determined because an advanced society results from good community institutions. So, if Indonesia wants to become a more developed country,

## **THEORETICAL REVIEW**

Robbins and Judge (Robbins & Hakim, 2008) define leadership as "the capacity to persuade a group to act by a vision or set of goals." Effective leadership is the ability to motivate individuals to work together on tasks that focus on a common goal. According to Robbins and Judge (Robbins & Judge, 2008), "Leadership is the ability to persuade a group of people to pursue a vision or set of goals. It is a source of formal influence provided by managerial positions in an organization. Jacobs claims that leadership brings meaning (meaningful influence) to togetherness and cooperation (Hadari Nawawi, 2003, p. 27).

According to Gibson et al. (Gibson et al., 1997), leadership is an attempt to use non-coercive forms of influence to inspire people in the organization to achieve specific goals. According to Rivai and Mulyadi (Rivai & Mulyadi, 2012), leadership is influencing others inside or outside the organization to achieve the necessary goals in certain

circumstances and settings. According to Harold Koontz, Cyril O'Donnell, and Heinz Weihrich (Koontz et al., 1986), leadership is the skill or act of persuading other members of an organization to work towards a common goal.

### **Leadership style**

Companies or organizations that use a particular leadership style will have different qualities. Even though different departments, branches, sections, and divisions within a company may share the same leadership style, this is only sometimes the case. (Rohaeni, 2016). The act of a leader exerting influence on their followers' feelings, thoughts, attitudes, and behavior is known as their leadership style. To share influence with its members, one's behavior must conform to the norms of the leadership style (Adam, 2021). If members can create and recognize relationships about organizational goals, the leadership style can be considered appropriate. An organization becomes very fast (Ruswaji, 2017).

The interactional approach of a leader with their followers is known as their leadership style. Another view argues that the leadership style should be a role model for subordinates, leading by example in words and deeds. When managing and directing his team, a leader's leadership style refers to how they run their day-to-day business (Mattayang, 2019).

Fuchrudin (2004) defines influence as having the strength and readiness to be able to persuade, inspire, invite, demand, use, and, if necessary, force others to embrace that influence and then act in a way that can benefit a business or specific goals is a picture of leadership. (Effendi, 2020). Based on the various perspectives stated above, the influence of a leader's style on the expression, behavior, or personality of his followers is known as his leadership style. According to Sirait et al. (Sirait et al., 2017), the leader is a simple skill that has a plan, interacts with group members using specific tactics and procedures, encourages leadership, and inspires and persuades groups to work together to achieve specific goals.

### **Democratic Leadership Style**

The leader will consider aspects of his leadership in the matter concerned before giving orders to carry them out. Democratic leadership style is the capacity to encourage people to collaborate in various ways to achieve predetermined goals or work that can be done that is mutually agreed upon between subordinates and leaders (Mattayang, 2019). A democratic leader can see himself as an essential component of his followers, according to Garis et al. (Lines et al., 2021). They always try to show full responsibility to group members for achieving organizational goals. By allowing each member to participate in planning, coordinating, monitoring, and assessing, leaders see their team members as potential assets in their quest to achieve their goals. (Handayani et al., 2019). In making decisions together and solving a problem with their superiors, the ability of group members to be active is carried out by superiors. (Nuzulla, 2019).

Democratic leaders constantly urge their followers to participate fully in all team endeavours. The relationship between group members becomes tighter with this leadership approach. Democratic leadership embraces diversity of thought rather than opposing differences (Octavia & Savira, 2016). Democratic leadership prepares differently and gains wisdom. The democratic leadership style encourages interpersonal communication among team members. Democratic leadership places a strong emphasis on group discussion and leader-centred decision-making. Leaders who lead democratically accept and pay attention to their followers, making introducing organizational culture easier (Lestari et al., 2020). This is how Indrawijaya Deep (Rivai, 2014: 267) expressed his views on the democratic

leadership style. That participation in providing opportunities for each member can grow his own opinion.

(Pasolong, 2013: 46), Cites Lippit as saying that there are three leadership philosophies: autocratic, democratic, and laissez-faire. A democratic style is a form of participatory leadership. This approach assumes that organizational members who actively participate in decision-making are more likely to have a significant impact on the goals and objectives of the organization. This strategy does not mean that leaders do not make decisions; instead, it means that they must first understand the organization's goals to leverage their team members' expertise. Therefore, the discussion about how a contemporary leader becomes democratic is based on the leader's relationship with his subordinates, according to Robert (Hadari Nawawi, 2003: 134).

### **Democratic Leadership Style Indicator**

There are indicators of democratic leadership style, according to Pasolong (Hardianti, 2016, p. 14), which have been adapted to aspects, including:

- a) Decisions are made together  
Democratic leaders do not hold back when collaborating with their staff members to make decisions and carry out tasks that will advance organizational goals because a leader who practices democratic leadership receives input from his team members, including recommendations, opinions, and criticism.
- b) Appreciate the potential of his subordinates  
A democratic leader respects every potential in every member of his team in any field and can utilize the capacity of each member in the right conditions.
- c) Listen to criticism, suggestions or opinions from employees  
Employee feedback in the form of recommendations, complaints or opinions is commonplace in the business environment. As a result, there will be a tendency to develop self-potential further, improve previous performance, and learn from past mistakes.
- d) Cooperate with subordinates  
A competent leader can work collaboratively or directly with others to carry out activities that will advance business goals. Leaders are also fearless in entering the field and carrying out their duties.

The conclusion drawn from some of the above descriptions of the many leadership philosophies is that a leader should be able to measure the condition of his subordinates. Each type of leadership will produce a unique set of circumstances and affect employees in unique ways. A leader must focus on how to move the organization forward.

Village administration is governed by village development standards outlined in Permendagri No. 114 of 2014, assisted by village officials who function as elements of village administration. One component of the national government system is village government. The efficiency of village government also affects the performance of the central government (Hariyanto, 2020). The village head is the first person who organizes, directs, mobilizes and influences other people as a forum for determining village policies (Hidayati, 2018). As the government post closest to the community, the village head is also expected to know the various problems and demands of the community (Kotalaha et al., 2021).

## **II. RESEARCH METHODS**

The democratic leadership aspects used by the village head of Bangun will be determined by this study using a qualitative descriptive methodology and a literature review. This research is included in the category of library research or library research, where the researcher relies on various literature to collect research data and uses a qualitative methodology because the data produced is in the form of words or descriptions. Research that uses books or literature as a forum for learning is known as literature research. This study uses research from comparable or relevant studies.

The research method is used by researchers in collecting research data, claims Arikunto (Suharsimi, 2006, p. 160). This research uses a descriptive method with a qualitative approach as its research methodology. Soejono and Abdurrahman (Soejono & Abdurrahman, 2005: 9) stated that "the descriptive research method is a method that is widely used and also developed in social science research because most social research is descriptive in nature".

## **III. RESULTS AND DISCUSSION**

Based on data collection in interviews, results and discussion of research can be obtained by the indicators described by Pasolong (Hardianti, 2016, p. 14) listed indicators of democratic leadership style that have been adapted to their characteristics, as follows:

### **A. Decisions are made together**

When leaders make choices collectively and with feedback from Bangun Village employees, it is a sign of democratic leadership. This type of leadership has a significant impact on the efficient operation of an organization. Joint decision-making is an indicator that significantly affects achieving agency goals in building a democratic leadership style. In making decisions that will determine new policies or updating public services, the Village Head of Bangun always conducts deliberations involving staff or village officials in a planned and mature manner. However, in implementing decisions made or approved, village officials and heads only sometimes comply with the rules set. As well as making work and rest schedules, implementation is not by what has been decided together. For example, many employees are late for work, employees take breaks during working hours which are not yet time for rest, and the village head is only sometimes present. In addition, the need for more facilities for meetings and deliberations is considered less able to provide comfort because the office is on a narrow land.

### **B. Appreciate the potential of subordinates**

There are indicators assessing the potential of their subordinates in addition to indicators of making collaborative decisions. The village head's leadership must recognize the potential of each employee. This can be seen when leaders recognize the abilities of their staff, praise their work, and consistently support both the activities they carry out and the activities that have been planned. By recognizing the potential of their subordinates, village heads often monitor the performance of employees, engage with them, and provide the necessary guidance so that the tasks assigned stay manageable. In addition, the village head also often holds entertainment events involving village officials to appreciate the performance of the employees. This is an effort by the village head to appreciate and appreciate the employees' potential.

### **C. Listen to criticism, suggestions and opinions of employees**

A leader should accept criticism, recommendations, and employee opinions if they are consistent with the indicators of decisions that are achieved collaboratively. Since the leader must consider employees' feedback, suggestions and opinions to reach some consensus, it will influence the leader's leadership style and the organization's

development. This also affects employee performance because leaders will be able to monitor the performance of each employee. According to interview findings, in achieving incentives for indicators is to listen to suggestions, criticisms and opinions of their employees, the Head of Bangun Village always considers all input from his employees, listens to them, and allows them to share employees' views and suggestions on various matters related to the policies implemented will be made.

**D. Collaboration with Subordinates**

Collaboration with employees is a sign that also affects the continuity, harmony, and development of an institution. Cooperation between superiors and subordinates must be carried out correctly and smoothly to achieve common goals, sustainability, growth and welfare of the workforce. When collaboration goes well, it can increase interpersonal interest. As for the indicator of working with subordinates, the Head of Bangun Village is considered to have done it often. One example of this collaboration is the village head's trip to the location of a natural disaster with several other village officials to participate in the review process and determine the decisions to be taken. In addition, the village head of Bangun is considered quite active in establishing communication with employees.

#### **IV. CONCLUSION**

Based on the findings and analysis of research conducted by researchers on the implementation of democratic leadership by the village head in Bangun village, it can be said that the village head practices democratic leadership: 1) Decisions are taken jointly, the village head always holds deliberations for joint decision-making with his staff and offers an opportunity or involve staff in decision making. However, in carrying out decisions, village heads and village officials do not always comply with the established policy boundaries; 2) Appreciating the potential of subordinates, in this case, the village head of Bangun often thanks his staff because it can have a positive effect or motivation on employees in improving performance towards village progress; 3) Listening to criticism, suggestions and opinions of employees, that leadership cannot be separated from criticism, input, and opinions when leading a government agency. This can be seen when the village head wakes up always accommodates, and listens to criticism, suggestions, or opinions levelled at him from any party, including his employees; 4) Working closely with subordinates, the village head of Bangun has worked well with his subordinates and the village head of Bangun always goes directly to the field with his employees. So the indicators of cooperation with subordinates are so dominantly applied by the head of the village, among others, as seen from the results of interviews and observations or opinions expressed to him from any party, including his employees; 4) Working closely with subordinates, the village head of Bangun has worked well with his subordinates, and the village head of Bangun always goes directly to the field with his employees. So the indicators of cooperation with subordinates are dominantly applied by the head of the village, among others, seen from the results of interviews and observations. Alternatively, opinions expressed to him from any party, including his employees; 4) Working closely with subordinates, the village head of Bangun has worked well with his subordinates, and the village head of Bangun always goes directly to the field with his employees. So it can be concluded that the indicators of cooperation with subordinates are so dominantly applied by the head of the village, among others, seen from the results of interviews and observations.

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