

Implementation of Leadership Style Toward Quality Papua Human Resources (Study at the Semarang Binterbusih Foundation)

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ABSTRACT

Keywords:

*Leadership Style;
Quality Human
Resources;
Foundation
Lembaga;
Qualitative.*

This research focuses on exploring the themes and meanings from the informants' knowledge as deeply as possible through interpretative phenomenological analysis, resulting in a detailed description. The qualitative research approach used is the phenomenological approach of Alfred Schutz, which helps understand and uncover the meaning behind various visible phenomena from detailed descriptions. The data collection methods used are observation, interviews, and documentation. Data analysis techniques are used to check the validity of the data, analyze the identification of themes and meanings, and form propositions and research findings. The results of the analysis are as follows: 1) understanding the meaning of coaching, leadership, intellect and spirituality in achievement is conveyed by the statement of Informant I as the manager of the Bunterbusih Program, Informant II by the chairman of the Bunterbusih Foundation, and Informant III as coaching, and 2) Leadership style implemented in agencies the Binterbusih Foundation institution consists of a Directive, Supportive, Participative, and achievement-oriented leadership style simultaneously or together towards quality Papuan human resources (studies at the Binterbusih Semarang foundation). In other words, if the directive, supportive, participatory, and achievement-oriented leadership style improves, it can increase the quality of Papuan human resources.

Article Info:

Submitted:

10/09/2022

Accepted:

18/10/2022

Published:

30/10/2022

INTRODUCTION

Leadership can be seen as an instrument to influence and control a group of people to want to work together to achieve certain goals. In addition, leadership is needed in driving an organizational activity, to create an effective organization, responsible leaders

are needed. The sense of responsibility of a leader is one of the characteristics of ideal leadership (Jaya et al., 2020; Sahadi et al., 2020). The success of an organization is highly dependent on leadership. In leadership, there are leaders and followers. It is true that leaders, both some individuals and some group members, cannot work alone but need a group of other people called subordinates to be led in such a way that they can work effectively, economically, and proactively (Husni, 2018; Suherman, 2019).

Leaders who apply leadership styles in an organization must apply them to increase human resources' capacity to be more effective in carrying out their duties and responsibilities as managers. Influencing human resources to achieve goals is not as easy as imagined because human resources have different characteristics, and a leader's leadership style is needed to influence them. Leadership style is a standard of behavior that a person adopts when trying to influence the behavior of others (Agustin et al., 2019; Kamal et al., 2019). Leadership style is a pattern of consistent behavior they apply when working with others as perceived by those people. In order to question leadership styles, one should not assume that an individual can or must maintain a consistent style in all activities. On the contrary, he must be as flexible as possible and adapt his style to the specific situation and the individuals involved (C.sariwati et al., 2019; Calista, 2022; Mustomi & Reptiningsih, 2020).

The leadership style that has been theorized so far is more directed at how leaders can influence followers so that they can voluntarily take various joint actions ordered by the leader without feeling that they are being pressured in order to achieve organizational goals (Jaya et al., 2020; Sumarni et al., 2022). In choosing an ideal leader, good human resources are needed in terms of knowledge, skills, and broad insights in order to become a good leader for the organization to be led.

Human resources are one of the internal factors that play an essential role in determining the success or failure of an organization's objectives effectively and efficiently. For human resources to have a high work ethic, organizations can conduct training, education, and guidance for their human resources. It is just that to produce a good performance, a subordinate must have a desire for achievement because whether or not an organization develops is very much determined by the members of the organization itself (Amiruddin, 2016; Susan, 2019).

The competition between a nation and a region is measured by three factors: mastery of science, technology, management skills, and human resource capabilities. An indication of the problems Papua faces today is the lack of adequate human resources (HR) to advance the land of Papua. This reason became the basis for the establishment of the Binterbusih Foundation Lembaga (Bina Taruna Bumi Cendrawasih), namely with the mission of accompanying students from Papua who are currently studying at several tertiary institutions on the islands of Java and Bali to prepare the young generation of Papua to become development cadres in their area through leadership, intellectual development, and spirituality in achievement. Binetrbusih was founded on January 12, 1988; the establishment of Binterbusih was initiated by several young clergy members from Papua who were continuing their studies in Yogyakarta, Bandung, and Jakarta,

namely Mr. Teddy Kedeikoto, Mr. Karl Lukas Degey, Pastor Yonatan Fatem, and Pastor Natalis Gobay. The Binterbusih Foundation is currently growing due to collaboration between governments in the Papua region by providing scholarships for Papuan sons and daughters who have the determination to pursue education, and this is a form of support provided by Papuan land leaders for local sons and daughters in advancing Papuan human resources.

LITERATURE REVIEW

Leadership style is a way that leaders use in interacting with their subordinates (Ishak & Hulukati 2020). Based on research by (Daswati., 2012) States that as far as possible, organizational leaders act as trendsetters in human resources and become influencers of change, speakers, and trainers. The authoritarian leadership style is one in which a leader concentrates completely on all decisions and policies taken from himself. Research conducted (Rizal & Fernanda, 2018; Suharyanto, 2016) This shows that Laris implements a good management strategy, namely the Defender strategy. This strategy means that the company concentrates only on currently developing markets, provides workforce protection, and maintains stable growth by serving its customers with the best service. Hasibuan (2012) There are several types of leadership, including the authoritarian leadership style. In this style, a leader concentrates on all decisions and policies taken from himself in full. The leader controls all aspects of activity; the leader tells what goals to achieve and how to achieve these goals, both the main and minor goals.

Democratic leadership style is a leadership style that empowers subordinates widely. Whenever there is a problem, always involve the subordinates as a team. In a democratic leadership style, the leader provides much information about the duties and responsibilities of the subordinates. In democratic leadership, members have a bigger role. In this leadership style, the leader only sets the goals to be achieved, and how to achieve these goals is decided by the members. In addition, members also have the freedom to solve any problems they face. Democratic leadership lends itself to highly qualified members with different commitments (Wattiena & Latuheru, 2020).

Free control leadership style is when this type of leader is only seen in small numbers, and his subordinates are active in setting goals and solving problems encountered. The liberal leadership style is the most dynamic leadership model. In this leadership style, a leader only states the main goals. Each division is fully trusted to define sub-goals to achieve them and solve the problems they face. Therefore, the leader only acts as a supervisor. Free leadership suits highly committed and capable members (Budiyanto & Mochklas, 2020; Hanafi et al., 2018).

In *laissez-faire* leadership, the leader does not take the initiative. This type is defined as letting people do whatever they want. It in no way directs or corrects the work of its members but hands over tasks and cooperation to its members without instructions or advice from management. Thus, leadership has the characteristics of delegation of power in general, decision-making is left to lower leaders, organizational status is not disturbed, development of thinking skills, innovative power, and creativity (Arifah et al.,

2020; Puspitasari, 2019). (Robbins & Judge, 2019) Leadership indicators are measured against four leadership behaviors: directive or instrumental, encouraging, participatory, and achievement-oriented (Ridwan, 2019). Motivation is a psychological process that reflects the interaction of one's attitudes, needs, perceptions, and choices (R Fajarini, 2017). A good leader can motivate his subordinates to work well.

Conceptual Framework in this study, it is formulated as follows:

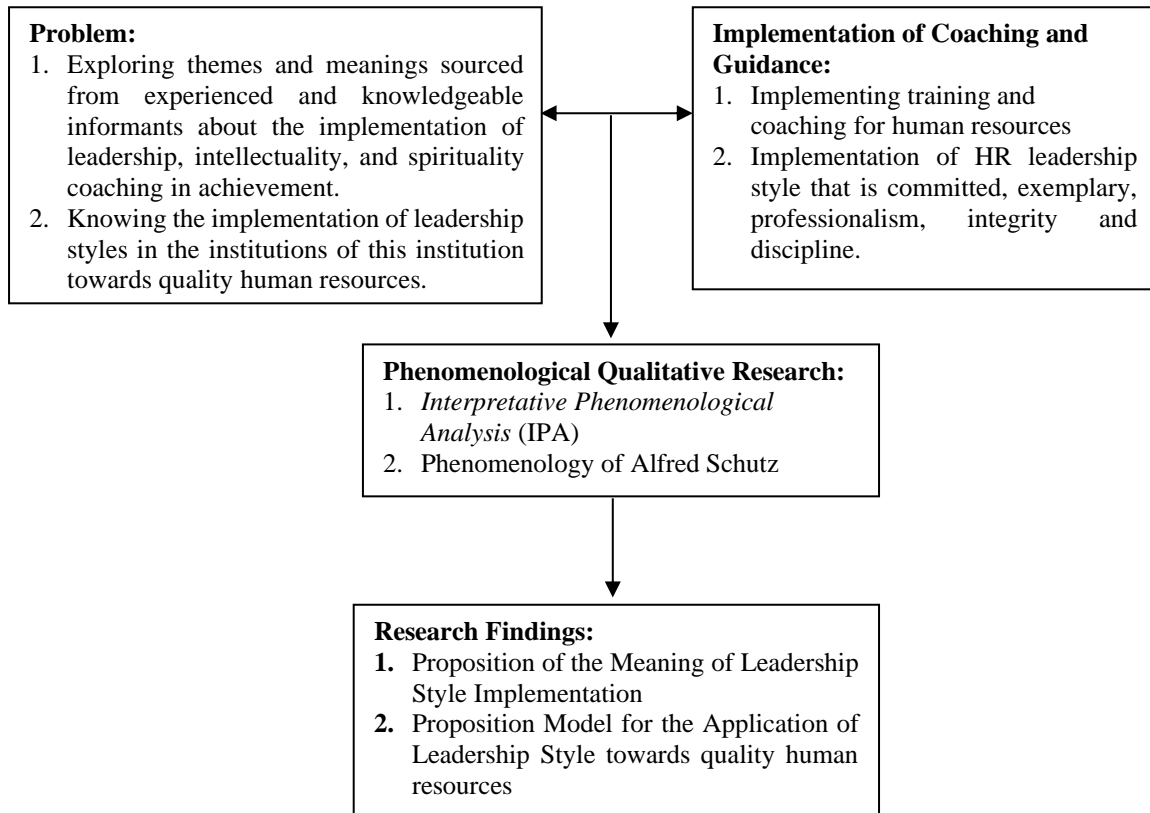


Figure 1. Conceptual Framework

RESEARCH METHOD

The research method in this study is qualitative. Qualitative research methods can describe the subject's speech, writing, behavior, and actions (Ahyyar et al., 2020; Kusumas & Khoiron, 2019). The qualitative research approach is phenomenological, useful for understanding and uncovering the meaning behind various visible phenomena (noumena) from detailed descriptions (Raco, 2018; Sugiyono, 2018). The data collection method used is observation, interviews, and documentation obtained from the study at the Binterbusih Semarang Foundation. Understanding is done with the five senses. This research was conducted at the Binterbusih Semarang Foundation, in Wanamas Resident Housing, No. 9 Sambiroto Village, Temalang District, Semarang, Central Java 50274. Qualitative data included data from in-depth interviews and results of documentation activities. Data analysis techniques are used to check the validity of the data, analyze the identification of themes and meanings, form propositions, and research findings.

RESULT AND DISCUSSION

Leadership Style Result

According to (Robbins & Judge, 2019) Four leadership behaviors—direct or instrumental, supportive, participative, and achievement-oriented—measure leadership indicators (Anwar, 2015; Triguna, 2021).

Directive/instrumental leadership Semarang Binterbusih Foundation

Directive leadership (directive) is a leadership style that positively correlates with the satisfaction and expectations of subordinates. Superiors often give special orders or assignments. This was found in an interview with Informant I (Binterbusih Program Manager) that "Papuan students are given 4 (four) coaching programs run by the Binterbusih Foundation namely 1) faith, that based on faith, it is hoped that Papuan students can study well and smoothly. Activities carried out through recollection. 2) character, which students are given to build character to have high intellect. 3) when entering the world of education, one must be proactive in terms of education and the environment, both with lecturers and colleagues. 4) Care, Papuan students must be concerned for anyone.

According to Informant II (chair of the Binterbusih foundation), "guiding Papuan students to take part in new student orientation, be able to adapt to the environment well, be responsible for lectures, conduct study evaluations once every six months, take part in leadership training / basic leadership training (LKTD), advanced leadership training (LKTL), entrepreneurship training such as raising fish, sales, and industry, and providing motivation and providing training such as correspondence, making PPT, Ms. excel, and Ms. word."

Informant III stated, "We guide Papuan students so they can compete with education in Java to create quality young Papuan generations. Students must be motivated by building character, commitment, academic, physical, and spiritual skills, and leadership. The leadership training includes recollection, LKTD (Basic Level Leadership Training), and PS (Study Development), which look at reality. Basic level leadership comes from personal leadership, such as being responsible, disciplined, reflective, and having a work program and calendar of activities. While the PS is carried out once every semester after the KHS grades are out".

Based on the description above, it can be concluded that the directive leadership style at the Binterbusih Semarang Foundation has a positive relationship with satisfaction and expectations by giving special orders or assignments to their subordinates. This manifests in directing tasks that flow from superiors and must be completed according to the duties of each subordinate.

Supportive Leadership At the Semarang Binterbusih Foundation

Supportive leadership (support) can be equated with leaders prioritizing humanitarian work relationships. Leaders positively influence the happiness of subordinates working in stressful, frustrating, or unsatisfying jobs.

Informant III asked about Informant IV's lectures and emphasized the importance of GPA and the accuracy of college graduation.

Informant V asked the forum, "Many people do not understand technology, and so do our parents. Then what steps do we take for people who do not understand technology?" Ria Sani answered, "by holding outreach in the community/counseling or training."

Then, Informant VI asked, "*How do we get these abilities, skills, or skills?*" Informant VII answered the question from Informant VI, "*We have to hone skills from now on. For example, leadership abilities can be developed by entering organizations to train our abilities in leadership.*"

Based on the description above, a supportive leadership style is one in which a leader prioritizes working relationships between people. Leaders will positively impact the satisfaction of subordinates who work in stress, frustration, or task dissatisfaction. This statement explains that leaders still have an excellent influence even in lousy work situations, so subordinates are motivated to work.

Participatory Leadership at the Semarang Binterbusih Foundation

Participatory leadership is when a leader always expects suggestions or opinions from subordinates and requires participation in decision-making.

Informant VIII said, "*Our children, students sometimes eat according to their financial capabilities; for example, children will continue to eat indomie; therefore, in explaining to students there is continuity between KI to K8 so that students can receive study assistance on an ongoing basis.*" intact.

Enter informant IX: "Paying attention to physical health is how the cowl must set an example; if *they smoke, students will also allocate pocket money for their living expenses and cigarettes. In addition to spiritual health, some of us coordinators are Christians and Catholics; for that, if we can map that students who are our responsibility on Sundays in each church can monitor or estimate whether students are also present at services and mass*".

Informants X and VIII explained the notion of leadership. Students can train leadership on the campus (BEM, senate, student UKM), in an association (IPMAMI, IPMAPUA, HIMPAR), and in the community (RT, RW, youth organizations). The conclusion is that leadership is the main basis for finding identity, a fundamental process in developing life and organizational abilities as part of the person and society.

According to Informant XI, "*Behavior change begins with a change in mindset, so what we have to do individually and as a group is how we make that change. For example, the nation that received the most Nobel Prizes at a meeting was 80% Israel; the remaining 20% was divided among other nations*".

Based on the description above, changing mindsets provide information that can change mindsets that allow other people to change. Leadership is inherent in each individual. Leaders involve organizational members in all task-making and decision-making within the organization.

Achievement Oriented Leadership At the Semarang Binterbusih Foundation

According to House in (Robbins & Judge, 2019) Performance-oriented leadership presents subordinates with interesting challenges, motivates them to achieve goals, and

executes them well. The higher the manager's performance orientation, the more subordinates believe it leads to effective work (Harits et al., 2022). According to the figure, this style sets goals that challenge and motivate employees, expects them to do their best, believes in the ability of employees to achieve these goals, and constantly strives to improve work or work. Therefore, it can be concluded that leadership style is a leader's attitude or pattern of behavior based on an individual's ability to influence, motivate, or arouse enthusiasm in a person or other people to want to work together to achieve goals. (Triguna, 2021).

According to Informant II, *"Information and study success of Binterbusih children who currently have a GPA of 3.5 from the city of Malang, East Java-Bali. In addition, it was conveyed that the spirit of Binterbusih is a coaching team, for a solid team is needed and can answer the challenges of student needs so that they are ready for the needs of future leaders"*.

According to Informant XII, *"will take the TOEFL test for graduation requirements and attend seminars held by the campus, which will make it easier to graduate."* In addition, the statement of Informant XIII that *"study assistance activities in the ability to communicate orally and in writing in English are one of the requirements for competency because, with mentoring activities at the Binterbusih foundation during undergraduate and postgraduate studies, they are trusted and get the opportunity to become enumerators in several studies conducted by the campus."* Natalie's experience inspires other friends so they can take opportunities or offers from campus.

It can be concluded that leadership style is an attitude or pattern of behavior of a leader based on the personal ability to influence, motivate, or inspire someone or others to want to work together to achieve a goal.

Implementation of Data Validity Testing

The implementation of this test researchers have carried out by (1) testing the credibility of the data (internal validity). The researcher clarified and asked the main informant about the analysis of the data that came from the interview and had been declared valid by him, (2) test the dependability (reliability) of the data. The results of this study are reliable because they have been reviewed and audited by national research reviewers in the management field, (3) confirmability (objectivity) test. During the research process, interviews I, II, III, and so on. Researchers always consult research results with key informants and are declared very objective (4) Triangulation.

Triangulation tests are divided into two kinds, namely technical/method triangulation and data source triangulation: (a) technique/method triangulation test. After conducting research, observing, and collecting data through documentation, the researchers conducted triangulation through the Forum Group Discussion (FGD) of 6 people who were supporting informants, as well as (b) triangulation of data sources. In this pattern, the researcher triangulated other informants who knew the history of the Binterbusih Foundation with initials. Apart from that, the researcher also conducted intensive discussions with colleagues to ensure the data's objectivity.

Proposition Formation

Detailed description through interpretative phenomenological analysis (*Interpretative Phenomenological Analysis*) can produce an explanatory description describing the relationship between categories in propositions. Alfred Schutz's phenomenological approach is used to build propositions. This approach aims to understand the actions of individuals (informants) related to various motives (because motives) and motives or goals (*order to motives*).

The model consists of two (2) leadership styles and each leadership style can be formed into a proposition as follows: (1) the proposition of the meaning of implementing leadership style consists of four (4) leadership behaviors, namely: a) Directive/instrumental leadership style, b) Supportive leadership style, c) Participative leadership style, d) Achievement leadership style, (2) proposition of the Leadership Style Application Model towards quality human resources.

The proposition of the model for applying leadership style to quality human resources is found in leadership indicators measured by Robbin's four leadership behaviors (2006), namely directive or instrumental, supportive, participatory, and achievement-oriented: (a) directive/instrumental leadership at the Binterbusih Semarang Foundation, (b) supportive leadership at the Binterbusih Semarang Foundation, (c) participative leadership at the Binterbusih Semarang Foundation, and (d) achievement-oriented leadership at the Binterbusih Semarang Foundation.

Discussion

Directive leadership focuses on the attitude or pattern of behavior of a leader based on the personal ability to influence, motivate, or inspire a person or others so they want to work together to achieve a goal. The directive leadership style at the Binterbusih Semarang Foundation has a positive relationship with satisfaction and expectations by giving special orders or assignments to their subordinates. This manifests in directing tasks that flow from superiors and must be completed according to the duties of each subordinate. This is in line with research by Halim (2021) and Yulistian et al., (2018), which state that directive leadership tells subordinates what they expect, provides specific guidelines (Halim, 2021; Yulistian et al., 2018).

Participative leadership means that the leader consults with subordinates about decision-making. Leader behaviors include asking for opinions and suggestions, encouraging participation, making decisions, and meeting workplace expectations (Faisal, 2021; Setiawan, 2017; Triguna, 2021). According to Siagian (2006), participatory leadership is a leadership style that seeks advice from subordinates and uses it to make decisions. Participatory leadership or engagement is about listening to subordinates and considering their suggestions when making decisions. With a participatory leadership style, subordinates are happier because they feel involved in solving different problems and different activities, so they feel obliged to be responsible for the success of their implementation. Because subordinates feel involved in the work, they feel a sense of belonging (Mentang, 2019; Siti & Jannah, 2020). Participatory leadership style can be understood as a leadership style that provides opportunities for subordinates to participate

in organizational decision-making and allows leaders to work with their subordinates to complete the tasks of the Semarang Binterbusih Foundation. Research by Sugiono (2016) and Permana & Karwanto (2019) shows that a high level of subordinate participation can be achieved because leaders can motivate, strengthen, and create two-way communication. A participative leadership style is carried out through its leadership functions (Permana & Karwanto, 2019; Sugino et al., 2016).

The supportive leadership style prioritizes human working relationships. Leaders positively affect the satisfaction of their subordinates when they perform stressful, frustrating, or unsatisfactory tasks at Yayasan Binterbusih Semarang. This statement explains that leaders still have a good influence, even in bad work situations, so subordinates remain motivated. Supportive leadership respects the potential of each individual, is willing to listen to advice and suggestions from subordinates, and is willing to acknowledge the expertise of specialists in their respective fields when the conditions are right. This is evidenced by the statements of several informants who stated that leadership is supportive by listening to several opinions from their subordinates at the Binterbusih Semarang Foundation. With a supportive leadership style can be achieved well. This is in line with the research of Gabriella et al (2019); Yulistian et al., (2018) and Triguna (2021) which state that employees feel that leaders can stimulate employee performance and pose challenges to employees. So that employees believe that leaders can carry out their duties properly, which will lead to high employee morale. If morale is high, then employee work productivity will also be high, and in the end, the company goals that have been planned can be achieved properly.

Moreover, the leader continues to exert good influence even in a bad work situation, keeping subordinates motivated (2018), and Triguna (2021) states that employees feel leaders can stimulate employee performance and pose challenges to employees. So that employees believe that leaders can carry out their duties properly, which will lead to high employee morale. If morale is high, then employee work productivity will also be high, and in the end, the company goals that have been planned can be adequately achieved. Moreover, the leader continues to exert good influence even in a bad work situation, keeping subordinates motivated (2018), and Triguna (2021) states that employees feel leaders can stimulate employee performance and pose challenges to employees. So that employees believe that leaders can carry out their duties properly, which will lead to high employee morale. If morale is high, then employee work productivity will also be high, and in the end, the company goals that have been planned can be adequately achieved. Moreover, the leader continues to exert good influence, keeping subordinates motivated even in a bad work situation. If morale is high, employee work productivity will also be high, and in the end, the planned company goals can be achieved properly. Moreover, the leader continues to exert good influence, keeping subordinates motivated even in a bad work situation. If morale is high, employee work productivity will also be high, and in the end, the planned company goals can be achieved properly. Moreover, the leader continues to exert good influence even in a bad work situation, keeping subordinates motivated (Gabriella et al., 2019; Triguna, 2021; Yulistian et al., 2018).

Achievement-oriented leadership is an achievement-oriented leadership concept. This leadership model assumes that achievement-oriented leadership will inspire followers to strive for high achievement standards and be more confident in their ability to set ambitious goals. Achievement-oriented leadership is appropriate for subordinates whose tasks are unclear, whose work is not repeated, and whose subordinates expect their efforts to lead to achievement. An attitude or pattern of behavior of a leader is based on the personal ability to influence, motivate, or inspire a person or others so that they want to work together to achieve a common goal at the Binterbusih Semarang Foundation. This is in line with research by Yulistian *et al.* (2018). Leaders provide interesting challenges to subordinates, stimulate them to achieve their goals, and carry them out well. The higher the leader's orientation towards success, the more subordinates believe it will lead to effective job performance (Yulistian *et al.*, 2018).

CONCLUSION

The results of the analysis of the research on the Implementation of Leadership Style Towards Quality Papuan Human Resources (Studies at the Binterbusih Semarang Foundation) can be concluded as follows: (a) understanding the meaning of coaching, leadership, intellect and spirituality in achievement was conveyed by the statement of Informant I as the manager of the Bunterbusih Program, Informant II by the chairman of the bunterbusih foundation, and Informant III as coaching, and (b) the leadership style implemented in institutions the Binterbusih Foundation consists of a Directive, Supportive, Participative, and achievement-oriented leadership style simultaneously or together towards quality Papuan human resources (study at the Binterbusih Semarang foundation). In other words, if the directive, supportive, participatory, and achievement-oriented leadership style improves, it can increase the quality of Papuan human resources.

The proposition of the meaning of implementing leadership style consists of four (4) leadership behaviors, namely: 1) directive/instrumental leadership style, 2) supportive leadership style, 3) participatory leadership style, and 4) achievement leadership style. The proposition model for applying leadership style towards quality human resources is found in 1) directive/instrumental leadership at the Binterbusih Semarang Foundation, 2) supportive leadership at the Binterbusih Semarang Foundation, 3) participatory leadership at the Binterbusih Semarang Foundation, and 4) achievement-oriented leadership at the Binterbusih Foundation Semarang.

Based on the results of the research, the suggestions that can be put forward are as follows: Theoretical suggestions: (a) leadership style should be maintained and improved again. Good and conducive leadership is needed to improve Papuan's human resources. So, this way, Papuan human resources will also be better at getting jobs. (b) it is hoped that the Head of Service will direct his employees to continue their education to a higher level. This is very important so that Papua has very high-quality human resources. (c) for future researchers, it is best to expand research so that more complete information is obtained about the factors that can influence the development of quality human resources in Papua, especially quality human resources in Papua. Semarang Binterbusih Foundation, (d) for future researchers, should not only use two propositions.

Practical advice: This research is expected to contribute ideas as input for the Binterbusih Foundation and YPMAK in Timika Papua from an HR perspective.

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