Leadership Style of Organizational Developers and Builders in Creating Democratic Leadership

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Abstract—**Leadership becomes a vital element for an organization in achieving organizational goals. The leader always has a lead style according to their characteristic by considering the situation and condition of organization. A democratic leader is expect to be able to create a democratic work environment. Likewise, the leader in Subdivision of Administration at Regional Development Planning Agency - East Java Province is trying to realize a democratic environment. By using the leadership concepts of organizational developers and builders, the author tries to find out the progress of democratic leadership has been carried out by the leader.**

In this study, the author uses descriptive qualitative method as an analytical tool, with data collection techniques, such as: interview, observation, and documentation. Further data analysis techniques through 3 stages, among others: (1) data reduction, (2) data presentation, and (3) drawing conclusions.

By using the leadership concept approach of developers and organizational builders, democratic leaders in this public institution can be realized through several activities, such as: (1) the ability of leaders to create teamwork, (2) the ability and willingness of leaders to comply with the rules, and leaders become examples of figures for staff (followers), (3) willingness of leaders in delegating tasks to staff, (4) leaders provide support to staff in every condition, (5) leaders do not forget to give awards for staff work, (6) The leader is able to create a culture of kinship in the organization, and (7) the leader gives confidence to the staff for the assignment given.

Keywords— leadership, democratic leadership, developer leadership

I. INTRODUCTION

The existence of a leader becomes a crucial position in an organization. The leader is a determinant of the direction of achieving organizational goals. The style of leaders to manage organization is very decisive organizational culture that will be formed. Leaders can create and manage organizational culture that promotes innovation, can product champions or heroic innovators who support innovation throughout the process of its implementation, and can create organizational structure needed to support innovativeness [1]

Many people argue that the style of democratic leadership is the most recommended leadership among other styles. Nawawi argues that democratic leadership places humans as the most important factor in leadership that is carried out by prioritizing relations between members of the organization [2]. An organization will run well when democratic leaders are able to establish good relations with organizational members through various approaches, such as discussion forums or participation groups. White and Lippit (in Choi's book) define democratic leadership as emphasizing group participation, discussion, and group decisions encouraged by the leader. A leader who applies a leadership style that is comfortable for staff will make the atmosphere in the organization more comfortable and able to make staff know and adapt well to the organization [3].

Leaders always play an important and strategic role in an organization. This applies both to government organizations and private organizations. Sulistiyani adds that the running of bureaucratic or government organizations depends on the abilities and skills possessed by leaders. This argument certainly strengthens the importance of the role of democratic leaders in government institutions [4]. However, often the space for democratic leaders in public institutions is limited by certain interests. Then, See Choi provides an affirmation that democratic leaders are constrained by other bodies (such as parliaments) which ensure that the interests of citizens and powerful organizations are taken into account [5].

Democratic discussion is closely related to public institutions, especially government institutions. This was approved by Kane and Patapan who said that democracy usually focus on institutions, such as a foundational constitutions, the entrenchment of the rule of law, representation based on one-person-one-vote and regular, free, and fair election [6]. Democracies are also defined in terms of what they protect and secure, notably freedom and speech, the rights of minorities, and human rights.

Leadership of organizational Developers and Builders are one solution to the realization of democratic leadership. Iles and Preece think that the development leadership has tended to be equated with development leader, focusing of the training and development of the individual competencies, skills and attributes of the leader [7]. According to Pernick, A review of how to create a leadership development in US public services also shows a strong emphasis on such 'interpersonal' qualities, and what we have termed 'leader development'[7].

In order to realize a democratic governmental organizational environment, democratic leaders who are oriented to leadership of developer and builders are needed. This study analyzes the democratic leadership of the public institution which is realized through the leadership style of

the organizational developer and builder. The research took place at the Regional Development Planning Agency of East Java Province (Sub Bagian Tata Usaha, Badan Perencanaan Pembangunan Daerah Provinsi Jawa Timur).

II. RESEARCH METHODOLOGY

In this study using descriptive research methods with a qualitative approach. Qualitative descriptive designs are typically an eclectic but reasonable and well-considered combination of sampling, and data collection, analysis, and presentational techniques [8]. Conger in Opsina [9] argues that qualitative research alone cannot produce a good understanding of leadership, given "the extreme and the complexity of the leadership phenomenon itself". Leadership involves multiple levels of phenomena, processes a dynamic character and has a symbolic component, elements better addressed with qualitative methodologies. The focus of this research study is to look at the democratic leadership of Nawawi's thinking which looks at the style of leaders of organizational developers and builders, especially in the realm of government institutions [10]. By adopting the thinking of Arikunto, the data collection techniques of this study include: interview, observation, and documentation [11]. After the data has been collected successfully, data analysis can also be carried out. Based on the thinking model of Miles and Hubberman, data analysis was carried out through several stages, including: (1) data reduction, (2) data presentation, and (3) conclusion drawing [12].

III. RESULT AND DISCUSSION

In Nawawi's thinking, democratic leadership style places humans as the most important component in leadership based on the relationships between organizational members [10]. Nawawi has the concept that democratic leadership can be realized through the leadership style of developers and organizational builders [10]. The following is the application of the leadership style of the organizational developer and builder in realizing democratic leaders in The Sub-Division of Administration of the Regional Development Planning Agency (Bappeda) - East Java Province.

A. *Leaders are very adept at creating, developing, and fostering collaboration to achieve common goals. Abbreviations and Acronyms*

In Kartono's thinking, it was stated that in order to strengthen the sense of group unity, the leader must have high loyalty and cohesiveness [13]. Loyalty and cohesiveness can be built through a solid work team. Aldoshan revealed that one of the most important aspects of an effective leader is to be able to use the principle of leadership in the workplace, it is important to for a leader and staff to build the necessary skills needed to successfully arrive at the spirit of teamwork [14]. Without teamwork, a company will not progress, and it may possibly fail. In Aaron Marquis thinking in Aldoshanm book, when multiple minds are working on a solution, the pooling of ideas will generate ideas that are unique, and would be much difficult for an employee (staff) to realize alone [14].

Leaders often use patterns of cooperation and teamwork in the completion of work. Coordination between employees is often done to facilitate and speed up the completion of work. The pattern of collaboration in teams is often formed by leaders in carrying out a job. The success of a work project is the responsibility of the work team. Leaders build organizational culture where leaders position themselves as part of the work team. All efforts that have been made by the leaders in The Sub-Division of Administration at the Regional Development Planning Agency (Bappeda) - East Java Province have led to one direction, namely the achievement of organizational goals.

B. *Leaders work regularly and responsibly*

Globally, responsible leaders are those who "lead with head, hand, and heart, who have a responsible mindset, care for the needs of others, and act as global and responsible citizens [15]. Furthermore Pless explains that responsible leadership can be understood as the art of building and sustaining social and moral relationships between business leaders and different stakeholders (followers), based on a sense of justice, a sense of recognition, a sense of care, a sense of accountability for a wide range of economic, ecological, social, political, and human responsibilities [16].

Work order can be demonstrated by the leader through the implementation of work that always based on existing rules. The form of the leader's responsibility towards the work is shown through a professional and thorough attitude, so that the work can be completed properly and on time. The attitude of the leader who obey the rules and responsible does not only apply to himself, but also applies to followers (staff). Leaders become the object of example (public figure) for staff in shaping attitudes and behavior of organizational work. The leader's attitude is in line with Kartono's thought that a leader has a method of creating work responsibilities through self-discipline and group discipline [13]. Group discipline can succeed if the leader is wise, able to set an example, be disciplined, and implement all procedures consequently.

C. *The leader is willing and able to trust others in carrying out the work, by giving clear delegation of authority and responsibility*

Ordway Tead suggests that trust is one of the qualities that must be possessed by a leader, the success of a leader is always supported by the trust of followers [13]. The delegation of work authority and responsibility from the leadership of The Sub-Division of Administration at the Regional Development Planning Agency (Bappeda) - East Java Province to staff is a manifestation of the leader's attitude in trusting staff. The process of delegation of authority is carried out by leaders with consideration of the expertise and ability of each staff. It can be said that the delegation of authority continues to consider the supervision of the leadership. With these efforts, it is expected that the work that has been delegated by the leader to staff can be resolved properly.

D. *Leaders always try to improve the work ability of members of the organization as subordinates*

Democratic leadership is manifested by leaders by providing opportunities for staff to develop themselves. Development leader focuses on individual level knowledge, skills and abilities and intrapersonal competences such as

self-awareness and emotional awareness, self-regulation, and self-motivation in building human capital [7].

The improvement and development of staff competencies is one of the vision and mission of the leaders in The Sub-Division of Administration at the Regional Development Planning Agency (Bappeda) - East Java Province. Design of leader support in improving and developing staff competencies is carried out both formally and informally. Leader support is formally demonstrated through the availability of information and giving permission to staff to attend training, workshops, seminars, spots, and others. Non-formal support that can be given by the leader to staff is the leader's effort in creating a discussion or sharing room for staff to share all the problems. In this case the leader tries to be friends, parents, and partners for staff. Attitude efforts built by the leader are expected to be another solution that is owned by leaders in improving and developing the capabilities of the staff.

E. The leader has a positive will and ability to respect, respect and empower members of the organization

The leadership style in Nawawi's thinking has typical democratic values, including: recognizing and respecting humans as individual beings, giving rights and opportunities to each individual, fostering togetherness and cooperation in one organization, giving equal treatment to each individual, and bears the same obligations and responsibilities in using their rights [10]. This is manifested in the leadership style in The Sub-Division of Administration at the Regional Development Planning Agency (Bappeda) - East Java Province which can be seen through the ability and willingness of leaders to mingle with staff. This is a proof of the attitude of the leader who respects and respects the existence of the staff.

The leader's respect for the staff is also shown by the leader's attitude in creating good communication with the staff. This is supported by the attitude of leaders who want to appreciate every work of the staff, namely by giving praise as a design of reward. The leader also does not forget to give the staff the motivation and motivation to better work the workers. These conditions are in line with Siagian's thinking about democratic leadership style which states that leaders can show appreciation to outstanding followers (staff), leaders do not show an attitude of threatening followers with punitive actions when they make mistakes, a leader also wants to hear opinions, suggestions, and even criticism of others, especially his followers [17]. The ability and willingness of leaders to empower staff appear from the attitude of leaders in sharing work based on the abilities and skills of each staff by ignoring like and dislike factors.

F. Leaders have the will and ability to foster effective human relations in and out of working hours

The pattern of democratic leadership can be demonstrated through the ability and willingness of leaders in creating good relations between leaders and staff, both in working hours and outside working hours. In Wenger's thinking, leadership development therefor involves using social/relational processes to help build commitments among members of a community or practice, which may be internal and/or external to the organization [7]. Strengthening the opinion of Werger, Mulyadi (2011: 36) states that all activities carried out by leaders and followers are carried out jointly and by means of discussion, so that leaders can directly advise and advise each other among followers.

Human relations created between leaders and staff (followers) during working hours are shown through the ability of leaders to create a family climate in the organization. Other efforts that can be seen from the attitude of leaders who care about the work process and the work of the staff. Whereas human relations built by leaders outside working hours can be shown from the way of communication between leaders and staff. Leaders are not reluctant to mingle and share about all the problems both related to work problems and outside work.

G. Leaders believe that members of an organization (followers) are individuals or human beings who are able to be responsible if given the opportunity according to the limits of their potential

Tead revealed that followers' (staffs) trust is one of the keys to leadership success [13]. Syafi'ie also gave reinforcement to the statement by saying that one of the characteristics of democratic leadership in government institutions is the division of tasks to all followers who are carried out evenly and fairly [18]. Furthermore Siagian added that leaders should never be afraid to delegate authority to followers that are balanced with responsibility [19].

One of the most important things a leader needs to have is positive belief or trust in staff. From the results of interviews with one of the resource persons, the results stated that a leader should believe that each staff is capable of doing a good job. This is despite all possible reasons why the work cannot be completed properly. The leader must always remember that each staff always has different ways or styles in completing job.

IV. CONCLUSIONS

The conclusions that can be drawn from this paper include: (1) The leaders of developers and builders are not only expected to be able to create teamwork, but are also able to position themselves in teamwork; (2) The attitude of the leader who is obedient to the rules and able to be responsible for the task, is one of the actions that should be an example for staff; (3) The delegation of tasks from leaders to followers is a manifestation of the leadership's attitude towards the staff, while paying attention to the competence and ability of the staff; (4) The leaders are able to provide support to staff to improve competence, both formally and informally; (5) The leader becomes a supporting system in the completion of tasks that are received by the staff, and is able to give appreciation for the work of the staff either in accordance with expectations or not in line with expectations; (6) The leader creates a culture of kinship in the organization, so the relationship between leaders and staff feels more flexible; and (7) The leader believes that staff has made maximum effort in completing the task, even though the results obtained have not met expectations.

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