

THE ROLE OF LEADERSHIP STYLE IN CREATING EFFECTIVE WORKING RELATIONSHIPS IN HILIBADALU VILLAGE

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ABSTRACT

This study aims to analyze the role of leadership style in creating effective working relationships in Hilibadalu Village. The study used a qualitative approach with descriptive methods. Research informants consisted of the village head, village officials, and community leaders selected using purposive sampling. Data collection techniques were carried out through in-depth interviews, observation, and documentation. Data analysis used the Miles and Huberman model, which includes data reduction, data presentation, and conclusion drawing. Data validity was maintained through triangulation of sources and techniques. The results showed that a leadership style that tends to be authoritarian, less communicative, and often blames subordinates has a negative impact on working relationships. This condition is characterized by closed communication, low trust, and weak cooperation between village officials. This study concluded that the implementation of a more democratic and participatory leadership style is necessary to create effective working relationships, improve cooperation between village officials, and support improved performance and quality of service to the community.

Keywords: Leadership Style, Work Relationships, Village Government.

PERAN GAYA KEPEMIMPINAN DALAM MENCIPTAKAN HUBUNGAN KERJA YANG EFEKTIF DI DESA HILIBADALU

ABSTRAK

Penelitian ini bertujuan untuk menganalisis peran gaya kepemimpinan dalam menciptakan hubungan kerja yang efektif di Desa Hilibadalu. Penelitian menggunakan pendekatan kualitatif dengan metode deskriptif. Informan penelitian terdiri atas kepala desa, perangkat desa, dan tokoh masyarakat yang dipilih secara purposive sampling. Teknik pengumpulan data dilakukan melalui wawancara mendalam, observasi, dan dokumentasi. Analisis data menggunakan model Miles dan Huberman yang meliputi reduksi data, penyajian data, dan penarikan kesimpulan, serta keabsahan data dijaga melalui triangulasi sumber dan teknik. Hasil penelitian menunjukkan bahwa gaya kepemimpinan yang cenderung otoriter, kurang komunikatif, dan sering menyalahkan bawahan berdampak negatif terhadap hubungan kerja. Kondisi tersebut ditandai dengan komunikasi yang tidak terbuka, rendahnya kepercayaan,

dan lemahnya kerja sama antarperangkat desa. Penelitian ini menyimpulkan bahwa penerapan gaya kepemimpinan yang lebih demokratis dan partisipatif diperlukan untuk menciptakan hubungan kerja yang efektif, meningkatkan kerja sama aparatur desa, serta mendukung peningkatan kinerja dan kualitas pelayanan kepada masyarakat.

Kata Kunci: *Gaya Kepemimpinan, Hubungan Kerja, Pemerintahan Desa.*

INTRODUCTION

Leadership is a key factor in the success of any organization, including village-level government organizations. Leaders play a strategic role in directing, guiding, and building harmonious working relationships with their subordinates. Effective working relationships are characterized by open communication, good cooperation, mutual trust, and respect between leaders and staff. Such working relationships foster a conducive work environment and support the achievement of organizational goals. Leadership style is a crucial aspect influencing the quality of working relationships within an organization. Robbins and Judge (2017) explain that leadership style is a leader's behavioral pattern in influencing and directing subordinates to achieve organizational goals. Leaders who are able to apply the appropriate leadership style will more easily build effective working relationships, while inappropriate leadership styles can trigger conflict, reduce subordinate trust, and hinder teamwork.

Furthermore, Yukl (2013) stated that leadership effectiveness is highly dependent on how leaders interact with their subordinates, particularly in terms of providing direction, decision-making, and problem-solving. Poor working relationships often arise from a lack of clear direction and a tendency for leaders to blame subordinates without offering constructive solutions. In the context of village governance, the leadership of the village head plays a crucial role in coordinating village officials and providing public services. As the closest government unit to the community, Hilibadalu Village is required to have a solid apparatus capable of effective collaboration. However, in practice, problems persist in working relationships between leaders and subordinates, influenced by the leadership style employed. This situation has the potential to hinder the performance of village officials and the quality of public services.

Research on the role of leadership style in creating effective working relationships in

Hilibadalu Village is important because: Ineffective working relationships can reduce the performance of village officials and the quality of public services, The leadership style of the village head has a direct influence on the working atmosphere and cooperation between village officials, This research is expected to provide practical input for village leaders in implementing a more effective leadership style and in accordance with the conditions of the village organization. Based on the description, the objectives of this study are to determine the leadership style applied by leaders in Hilibadalu Village, to analyze the conditions of working relationships between leaders and village officials in Hilibadalu Village, and to examine the role of leadership style in creating effective working relationships in Hilibadalu Village.

LITERATURE REVIEW

1. Leadership

Leadership is the ability to influence, direct, and motivate others to cooperate in achieving specific goals. According to Thoha (2013), leadership is the activity of influencing the behavior of others, both individually and in groups, to achieve organizational goals. Effective leadership focuses not only on achieving results but also on harmonious working relationships between leaders and subordinates.

Meanwhile, Siagian (2014) stated that leadership plays a crucial role in creating a conducive work environment because leaders serve as role models in behavior, communication, and decision-making. Therefore, inappropriate leadership can lead to conflict and weaken working relationships.

2. Leadership Style

Leadership style is the behavioral pattern demonstrated by a leader to influence his or her subordinates. Hasibuan (2019) explains that leadership style is how a leader influences the behavior of subordinates so that they are willing to cooperate and work productively to achieve organizational goals. Furthermore, Thoha (2013) categorizes leadership styles into several forms, including authoritarian, democratic, and laissez-faire. Democratic leadership tends to encourage two-way communication and cooperation, while authoritarian leadership emphasizes command and control, which can potentially create tension in work relationships if not implemented appropriately.

3. Effective Working Relationships.

An effective working relationship is a state of interaction between leaders and subordinates that is based on good communication, trust, cooperation, and mutual respect. According to Sedarmayanti (2017), an effective working relationship will create a harmonious work environment and improve individual and organizational performance. Mangkunegara (2017) added that good working relationships can minimize conflict and increase employee loyalty and responsibility for their work. Conversely, poor working relationships are often caused by a leadership style that is uncommunicative and tends to blame subordinates.

4. Leadership Style and Work Relationships

Leadership style is closely linked to the quality of work relationships within an organization. Rivai and Mulyadi (2013) state that an appropriate leadership style will foster healthy work relationships, while an inappropriate leadership style can trigger conflict and reduce work effectiveness. Wahyudi's (2016) research shows that leadership style significantly influences work relationships and teamwork. Leaders who are able to provide clear direction and involve subordinates in decision-making tend to have more effective work relationships.

5. Research methods

This study uses a descriptive qualitative approach to understand the role of leadership style in creating effective working relationships in Hilibadalu Village. The research location was Hilibadalu Village, with research subjects including the village head, village officials, and community leaders selected using purposive sampling.

Data collection was conducted through in-depth interviews, observation, and documentation. The data obtained were analyzed using the Miles and Huberman model: data reduction, data presentation, and conclusion drawing. Data validity was maintained through triangulation of sources and techniques.

RESEARCH METHODS

1. Research Approach and Design

This study employed a qualitative research approach using a descriptive method. The

qualitative approach was selected because the research aims to gain an in-depth understanding of the role of leadership style in creating effective working relationships within the organizational context of Hilibadalu Village. According to Creswell (2014), qualitative research is appropriate for exploring social phenomena, behavioral patterns, and interpersonal interactions within natural settings. The descriptive design was used to systematically describe the leadership style applied by the village head and its impact on working relationships among village officials. This design enables researchers to interpret meanings, perceptions, and experiences directly from informants without manipulation of research variables.

2. Research Location and Time

This research was conducted in Desa Hilibadalu, located in Nias Regency, Indonesia. The village was chosen as the research site because preliminary observations indicated challenges in working relationships between leaders and village apparatus, allegedly influenced by leadership style. The research was conducted over a period of approximately three months, including stages of preliminary observation, data collection, data analysis, and validation.

3. Research Informants

The research subjects were selected using purposive sampling, a technique in which informants are chosen based on specific considerations and relevance to the research objectives.

- a) The informants consisted of:
 - b) The Village Head
 - c) The Village Secretary
 - d) Village officials (apparatus)
 - e) Community leaders
- f) The selection criteria included:
 - g) Direct involvement in village governance activities
 - h) Experience interacting with the village leadership
 - i) Willingness to provide in-depth information

This selection ensured that the data obtained reflected various perspectives regarding leadership style and working relationships.

Data Collection Techniques

Data were collected using three primary techniques:

- 1) n-Depth Interviews Semi-structured interviews were conducted to explore informants' perceptions regarding:
 - The leadership style applied by the village head
 - Communication patterns between leaders and subordinates
 - Forms of cooperation and conflict within the village office
 - The impact of leadership style on working relationships
 - Interviews were conducted face-to-face and recorded with informants' consent.
- 2) Observation
 - Non-participant observation was conducted to examine:
 - Interaction patterns between leaders and village officials
 - Communication dynamics during meetings
 - Behavioral expressions reflecting leadership characteristics
 - Observations were documented in field notes to capture real-time situations.
- 3) Documentation Supporting documents such as village regulations, meeting minutes, work reports, and organizational structures were collected to strengthen interview and observation findings.

4. Data Analysis Techniques

Data analysis followed the interactive model of Miles and Huberman (2014), consisting of:

- Data Reduction Sorting, selecting, and simplifying raw data from interviews, observations, and documentation.
- Data Display Organizing data into narrative descriptions, matrices, and thematic categories to facilitate interpretation.

Conclusion Drawing and Verification Drawing conclusions based on recurring patterns, relationships between themes, and verification through continuous comparison of data sources. The analysis process was conducted continuously from the beginning of data collection until the final stage of interpretation.

- Data Validity and Trustworthiness

- To ensure credibility and trustworthiness, this study applied:
- Source Triangulation Comparing information from different informants (village head, officials, community leaders).
- Technique Triangulation Comparing findings obtained from interviews, observation, and documentation.
- Member Checking Confirming research findings with selected informants to ensure accuracy of interpretation.
- Peer Debriefing Discussing findings with fellow researchers or academic colleagues to reduce researcher bias.
- Ethical Considerations
- Ethical principles were applied throughout the research process, including:
 - Informants' voluntary participation
 - Confidentiality of sensitive information
 - Use of data strictly for academic purposes
- All participants were informed about the objectives of the study before interviews were conducted.

RESEARCH RESULTS AND DISCUSSION

1) Leadership Style Applied in Hilibadalu Village

Based on interviews with the Village Head, Village Secretary, and several village officials, it was found that the leadership style applied in Hilibadalu Village tends to be authoritarian and less participatory. Leaders often make decisions unilaterally without involving village officials in the deliberation process. Work directions given are generally instructive and lack in-depth explanations of their objectives and implementation mechanisms. One village official informant stated that when errors occur in the execution of tasks, leaders often blame subordinates directly rather than provide coaching or joint evaluations. This situation causes subordinates to feel stressed and uncomfortable in their work.

This finding aligns with Thoha's (2013) opinion, which states that an authoritarian leadership style is characterized by leader dominance in decision-making and minimal

subordinate involvement. This leadership style has the potential to create distance between leaders and subordinates and weaken working relationships.

2) Conditions of Working Relationships between Village Leaders and Apparatus

Interview results indicate that the working relationship between village leaders and officials has not been effective. This is characterized by inconspicuous communication, low trust, and a lack of cooperation in completing village government tasks. Several informants stated that they tend to remain silent and follow orders without providing input, even when there are obstacles in carrying out their work. Furthermore, observations indicate that work interactions are more formal and rigid. Discussions and coordination often occur only when problems arise, rather than as preventative measures or collaborative planning.

According to Sedarmayanti (2017), effective working relationships should be supported by good communication, cooperation, and mutual respect. When working relationships are not well-established, organizational performance will be disrupted and organizational goals will be difficult to achieve.

3) The Role of Leadership Style in Creating Effective Working Relationships

Research findings indicate that a leadership style that lacks communication and tends to blame subordinates directly impacts the quality of work relationships in Hilibadalu Village. Inappropriate leadership styles cause subordinates to feel unappreciated and reluctant to actively participate in their work.

The results of this study support Hasibuan's (2019) opinion, which states that leadership style significantly influences the attitudes, motivation, and working relationships of subordinates. Leaders who fail to provide clear direction and build good interpersonal relationships will struggle to create effective collaboration. This research also aligns with Wahyudi's (2016) research, which found that leadership style significantly influences work relationships and teamwork. Leaders who adopt a democratic leadership style tend to have more effective work relationships than those who adopt an authoritarian style. Thus, the results of this study indicate that to create effective working relationships in Hilibadalu Village, a change in leadership style is needed towards a more democratic, communicative, and development-oriented

direction, so as to create a harmonious and productive working atmosphere.

CONCLUSION

This study concludes that leadership style plays a crucial role in creating effective working relationships in Hilibadalu Village. The results show that a leadership style that tends toward authoritarianism, lack of communication, and frequent blaming of subordinates negatively impacts the working relationship between leaders and village officials. This leads to suboptimal communication, decreased mutual trust, and weak cooperation in carrying out village government duties. Therefore, it is recommended that the Hilibadalu Village leadership adopt a more democratic and participatory leadership style by providing clear direction, opening two-way communication, and prioritizing coaching over blaming subordinates. Village officials are expected to improve cooperation and openness in carrying out their duties, while the local government is advised to provide leadership training for village officials. Future researchers are advised to examine other variables related to employment relationships to gain a more comprehensive understanding.

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