

THE ANALYSIS OF PATERNALISTIC LEADERSHIP STYLE OF THE HEAD OF THE KARANGREJO WATER RESOURCES SERVICE TECHNICAL IMPLEMENTATION UNIT TULUNGAGUNG REGENCY

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Abstract

Culture and customs in Indonesia highly uphold the values and norms that guide the implementation of leadership in each region. The application of cultural traits can be done using a paternalistic leadership style. Regional autonomy allows local governments to preserve local culture, including how to lead organizations by applying Eastern culture through paternalistic concepts. As part of the leadership of the local government, the Karangrejo Water Resources Office Technical Implementation Unit (UPTD SDA) of Tulungagung Regency applies paternalist leadership in its management. This research examines how the head of UPTD SDA Karangrejo implements the paternalistic leadership style. The research aims to identify and analyze the application of paternalist theory indicators in practice by the head of UPTD SDA Karangrejo. Some of the problems that occur in applying a paternalistic leadership style at UPTD SDA Karangrejo include the lack of opportunities for subordinates to develop creativity and imagination and the lack of motivation of subordinates and the lack of employees in carrying out daily tasks. This study uses qualitative research methods with descriptive methods. The data used is primary data. The research method used descriptive qualitative through interviews with UPTD SDA Karangrejo employees. Result 1). Paternalistic leadership is synonymous with the role of a fatherly leader. In this case, a leader is like a father to his children, namely the nature of protecting and nurturing his subordinates. 2). In making a decision, a leader must ask for advice from his employees or subordinates. 3). Leaders who are always right can lead to an authoritarian attitude even though sometimes the head of UPTD

SDA Karangrejo wants to listen/accept suggestions from his employees. 4). The head of UPTD SDA Karangrejo rarely gives opportunities to his subordinates to develop creativity and imagination. 5). Head of UPTD SDA Karangrejo always obliges and demands his subordinates to obey the rules set. Paternalistic leadership runs effectively in the management of UPTD SDA Karangrejo, Tulungagung Regency.

Keywords: *Leadership, Paternalistic, Local Government*

I. INTRODUCTION

Leadership can be interpreted as directing and influencing activities involving its members. There are three essential implementations in work: (1) leadership involves other people, subordinates, and followers. (2) leadership distributes authority evenly among leaders and group members because group members are not passive. (3) is an opportunity to use a variety of power to influence followers' behaviour in various ways. Leadership is a process by which leaders persuade followers to support them in achieving organizational goals by being role models. (Gunser 2003)

A leader's ability to inspire his team members determines the success and failure of an organization. How a leader behaves when carrying out his duties or obligations determines the success or failure of an organization. The role of acting and behaving can be seen in how to give orders, assign tasks, communicate, make decisions, and encourage the enthusiasm of subordinates in carrying out organizational activities. Leaders must be able to know the behavior of their subordinates in carrying out organizational activities. Leaders must be able to know and understand the needs of employees at work in everyday life. This can prevent or at least minimize problems in the organization.

Every leader has personality traits that can support his efforts to forge effective relationships with individuals in his organization to facilitate or accelerate day-to-day accomplishments. Implementing daily tasks in an organization certainly requires work motivation that can help accelerate the achievement of an organizational goal. Work motivation itself can develop and evolve independently of members of the organization. However, it can also result from the motivation of the organization's management because it cannot be denied that the core need of an organization is its human resources, which function as machines to carry out its functions.

Regional government leadership through the structure of the service technical implementation unit (UPTD) needs to be developed by adopting various leadership models and styles to achieve tasks effectively. UPTD Water Resources (SDA) Karangrejo, Tulungagung Regency, is one of the many UPTDs in the district that has a role in planning, implementing, monitoring, and evaluating the conservation, utilization and control of water resources in Tulungagung Regency. The existence of the UPTD SDA is intended so that the management and maintenance of this water source can be maximized, the wider community can feel the benefits, and the community's water supply needs can be fulfilled.

Societies in Asia show that paternalism is a cultural trait. Tulungagung, as one of the areas that highly respects customs and culture, can apply a paternalistic leadership style. Regional Autonomy provides an excellent opportunity for Regional Governments to preserve local culture so that the noble values are contained therein and create a national leader with good character. (Cahyono 2013). According to many researchers, eastern culture is more compatible with the paternal leadership style. Western culture is associated with idealistic values, whereas paternalistic leadership is considered valid in collectivism. The performance of subordinates can also be affected by the paternalistic style. This is proven by research (Gunser, 2003). According to (Fadil, 2012), paternalism culture is very tied to the paternalistic leadership style.

During the author's observations at the UPTD SDA Karangrejo office, the author saw several problems that occurred there, such as the lack of providing opportunities for employees to be able to develop creativity and innovation and the lack of motivation for employees, then the lack of guidance from the head to employees in carrying out their duties. Day and the employees still need to be motivated to carry out the tasks assigned to employees. This problem dramatically affects employees' performance, so what employees do at UPTD SDA Karangrejo becomes less than optimal. Based on the phenomenon found by the author, the writer is interested in researching the study of the Paternalistic Leadership Style Applied by the Head of UPTD SDA Karangrejo, Tulungagung Regency.

Theory Review

a. Leadership

Henry Pratt Fairchild in (Hariyanto & Katam, 2020) A leader in a broad sense is someone who leads by initiating social behavior by regulating, directing, organizing or

controlling the efforts/efforts of others or through prestige, power or position. In another opinion (Sepmady, 2021), leadership is the ability to influence other people, subordinates or groups and direct the behavior of subordinates or groups to achieve organizational or group goals.

Leadership is persuading subordinates to be obedient, polite, loyal and easy to work with, Gill, 2009 (Usman, 2020). Collaboration can run effectively if it is supported by the ability to influence. As Stephen P. Robbins in (Farera et al., 2013)said, leadership influences a group to achieve goals. Meanwhile, according to Sunarto 2015 in (Mulyono, 2018), Leadership is the process of influencing and directing actions related to the tasks of a group of people. Leadership requires the involvement of others, especially followers or employees who are led.

b. Leadership Style

According to Saul, leadership style is the behavior or strategy a leader uses to influence the thoughts, actions or behavior of his followers. W. Gellerman in (Paramita, 2011). Leadership style is a summary of how a leader carries out his leadership role and how they are perceived by others who want to lead them or can observe them from the outside. Meanwhile, according to Thoha, 2004 (Indra and W 2015), Leadership style is a method used by a leader to influence the behavior of his subordinates. The figure of a leader or the attitude of a leader in a group of Indonesian society can be explained as a cultural dimension with a significant power distance, collectivism, where society cultivates collectivism which influences superior-subordinate relationships, such as interactions within the family. In Indonesia, one can find community leaders behaving as wise and honest parents who show characteristics of a paternalistic leadership style. Elements of Indonesian culture support this idea (Pudjiastuti, Hidayat, and Fadli 2021).

According to Robert Albanese and David D. Van Fleet, 1994 (Paramita, 2011), there are four leadership styles based on personality, namely, moralist leadership style, authoritarian leadership style, charismatic leadership style, and democratic leadership style, according to (Sepmady, 2021). There are six leadership styles, namely:

- 1) Autocritical leadership is the act of a leader who wants all of his demands to be carried out without considering the needs of the people he leads.
- 2) In militaristic leadership, namely, the leader has the authority to issue orders to his followers and these followers are required to follow these instructions by the concept of orders.

- 3) Paternalistic leadership is a leader who develops due to his ability to set an example for others in the organization.
- 4) Charismatic leadership is valued because his personality and attitude allow him to provide direction and role models for those he leads.
- 5) Democratic leadership is leadership that can pay attention to all the interests of its people so that it feels that its leaders fulfil their wishes.
- 6) Bureaucratic leadership comprises hierarchies of ranks and positions where higher ranks can direct lower ranks.

c. Paternalistic Leadership

The development of paternalistic leadership in the community is caused by several factors, including primadoral solid bonds, extended family system, communalistic community life, and the influential role of customs in social life; it is still possible to have intimate personal relationships between members of the community and members of the community. According to Cheng 2004 (Mahdis, 2016), a leadership style combines authoritarian power with benevolence and behaviour and is associated with prevailing moral integrity. Gibsons (Farera et al., 2013) mention the characteristics of paternalistic leadership, among others:

- 1) Leaders can behave fatherly.
- 2) Too careful.
- 3) The leader is the only one who makes the decisions
- 4) Always be omniscient and correct.
- 5) It rarely gives opportunities to subordinates to express their creativity and imagination.
- 6) It is demanding processes or workflows that are by what already exists and is being carried out.

According to Gibson (Farera et al., 2013), organizational values shared by paternalistic leaders are:

- 1) Togetherness is prioritized
- 2) Common interests and fair treatment are given special attention,
- 3) The interaction between leaders and subordinates is informal,
- 4) Paternalistic leaders are often overprotective of their followers, which may cause them to hesitate before acting (fear of making a mistake).
- 5) Only the leader has a complete understanding of the organization. Therefore, the decisions made by the leader and his subordinates are not used as a source of

knowledge, suggestions or ideas. Subordinates should be encouraged to think more creatively and innovatively.

II. RESEARCH METHODS

The research method used in this study is a qualitative approach. According to Bogdan and Taylor (1982) (Abdussamad, 2021), Qualitative research is a research technique to produce descriptive data from participants in the form of written or spoken words. According to Mulyana 2008 (Inscription 2018), qualitative research aims to preserve the structure and content of human behavior and examine its quality as well, rather than converting it into quantitative entities.

Data collection techniques in this study are interviews and observation. Interviews were conducted to complement, find out, and attempt to collect the correct data by involving direct interaction between the researcher and the respondent. In conducting this research, the researchers interviewed 5 UPTD SDA Karangrejo employees consisting of 1 civil servant employee and four honorary employees.

III. RESULTS AND DISCUSSION

In a quality and developing organization, quality resources are inseparable. Not only that, in a well-managed organization, there is good leadership, and there is cooperation between leaders and their subordinates. After the researchers conducted research and interviews to see the leadership style used by the head of UPTD SDA Karangrejo, namely using paternalistic leadership style theory. Indicators for measuring paternalistic leadership style using the characteristics of paternalistic leadership proposed by Gibson in (Farera et al., 2013) that is:

1. Leaders can behave fatherly.

Paternalistic leadership is synonymous with the role of a fatherly leader; in this case, a leader is like a father towards his children, namely the nature of protecting and nurturing his subordinates. This is what the head of UPTD SDA Karangrejo does to his subordinates. The head of UPT SDA Karangrejo, acts to protect and protect his employees.

2. The leader is the only one who makes the decisions.

Decision-making is one of the essential tasks of a leader. Leaders must be able to choose the right actions or decisions to achieve organizational goals because the decisions taken by leaders have a significant effect on the organization. In making a

decision, a leader must ask for advice from his employees or subordinates. The head of UPTD SDA Karangrejo did that.

3. Always be omniscient and correct.

Leaders should have knowledge and truth in all things; however, it is vital to recognize that no leader is truly omniscient or omniscient because everyone has limited knowledge and perceptions, and truth itself can be subjective. When someone thinks of themselves as a leader who is always right, it can lead to an authoritarian attitude and an inability to listen to different points of view or suggestions. Moreover, the head of the UPTD SDA Karangrejo sometimes has an all-knowing and all-right nature, but sometimes the head of the UPTD SDA Karangrejo wants to listen/accept the advice of his employees.

4. It rarely allows subordinates to express creativity and imagination.

Leaders who rarely give opportunities to subordinates to express creativity and imagination imply the existence of an obstacle in the work environment that prevents or limits the creativity and imagination of employees, which can harm motivation, productivity, and job satisfaction. In this case, the head of UPTD SDA Karangrejo rarely gives opportunities to his subordinates to develop creativity and imagination.

5. Demand workflow or process by what already exists and is being carried out.

Maintaining stability, efficiency and consistency in an organization or work environment is essential. Here are some reasons why insistence on existing workflows or processes is essential. Demanding processes or workflows that are by what already exists and is being carried out can have a good impact, namely maintaining consistency, efficiency and quality in the work environment. Therefore, the head of UPTD SDA Karangrejo always obliges and demands his subordinates to obey the rules set.

Based on the results of the interviews, it can be seen that the UPTD SDA Karangrejo leaders apply the characteristics of paternalistic leadership. The head of UPTD SDA Karangrejo is very protective of his employees, and in making decisions, the head of UPTD SDA Karangrejo always includes and asks for opinions from his employees and is justified by his employees and justifies his employees during interviews; this leader's attitude is complete by his subordinates to improve their performance.

IV. CONCLUSION

Conclusion

Based on the analysis results described in the research and discussion, it can be concluded that the head of the UPTD, SDA Karangrejo, is a leader with a paternalistic leadership type, where he protects and protects his subordinates like a father. His subordinates consider that as a leader, he has been able to carry out his obligations quite well because he is so disciplined and always consults in making decisions and listens to suggestions from his subordinates, and always requires his subordinates to always comply with the rules and work standards that have been set. UPTD SDA Karangrejo sometimes acts all-knowing and correct and rarely gives opportunities to his subordinates to develop creativity and imagination.

Suggestion

The Head of UPTD SDA Karangrejo can provide more opportunities for his subordinates to develop creativity and imagination; if his subordinates are given the freedom to explore new ideas, they can produce creative and inspiring solutions and increase employee motivation, innovation and performance.

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