

## **Application of the Transformational Leadership Style at the BKKBN office in South Sulawesi Province**

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### **ABSTRACT**

The research objective is to determine the application of the Transformational Leadership Style at the National Population and Family Planning Agency (Indonesia: Badan Kependudukan dan Keluarga Berencana Nasional / BKKBN) in South Sulawesi Province. The design of this research is quantitative descriptive research. Researchers took 35% of the population of 110 people using random sampling techniques, so the research sample numbered 38 people. Techniques for getting data are: observation, interview, questionnaire and documentation. The data analysis technique used in this research is descriptive analysis technique. The results of the study show that the application of the Transformational Leadership Style runs well seen from various indicators namely: Charismatic, Intellectual, Stimulation, and Individual Consideration.

**Keywords:** Transformational leadership; Charismatic; Intellectual; Stimulation; and Individual Consideration.

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### **INTRODUCTION**

Every individual in the group is always influenced by others and the environment, and vice versa. In connection with the presence of other individuals is absolutely necessary to preserve life and develop individual self. Because in groups, individuals always communicate and give influence to other individuals. Leaders need to pay attention to group dynamics in order to guide dynamics in order to achieve organizational goals (Saggaf et al., 2014; Salam et al., 2014). Thus, the role of leadership is important in developing a group. This means that a leader is not only tasked with directing and guiding others as individuals, but he must also be able to influence or move others as group members.

In every organization there is a structure that regulates all forms of coordination and systems implemented by employees in the organization (Akib & Salam, 2016; Niswaty et al., 2016; Tadampali et al., 2016). The organizational structure regulates how the status of employees who work in it. The leader is the person who is directly responsible for the

implementation and the leader can make decisions, motivate subordinates to carry out the decisions that have been made, and the leader also oversees the implementation of those decisions in order to achieve the goals that have been determined.

Leadership style is a way used by a leader in influencing the behavior of others. Leadership style is the norm of behavior used by someone when that person tries to influence the behavior of others (Farida, 2017). Each of these styles has advantages and disadvantages. A leader will use the leadership style according to his abilities and personality. Leadership Style is one of the issues in management that is still quite interesting to be discussed today. The mass media, both electronic and print, often presents opinions and talks that discuss leadership. The role of leadership is very strategic and important for the achievement of the mission, vision and goals of an organization, is one of the motives that encourage humans to always investigate the intricacies associated with leadership. Influence given by a leader is an influence that can directly suggest the feelings of subordinates to follow the leader's orders. It is known that subordinates tend to follow every leader's actions based on their behavior, conditions, and work situation. The hallmark of the leader is the Transformational Leader (Hearld et al., 2018; Mencl et al., 2016; Mittal & Dhar, 2015; Podsakoff et al., 1990; Tichy & Devanna, 1986).

One important characteristic of globalization leadership capital is transformational leadership. The leadership in its development has a deep emotional bond. According to (Yukl, 2013) Using the term leader or transformational leadership as a term of leadership that refers to the characteristics of leadership behavior, in the form of charisma that is owned, the ability to stimulate and provide motivation to the lead. A transformational leader has a value-based vision that can be understood, and can be realized by his followers. Because of its ability to communicate the vision and values contained in the vision effectively so that it has a positive correlation with improved performance in achieving goals.

The form of leadership that is believed to be able to balance the mindset and reflection of new paradigms in the current globalization is formulated as transformational leadership. Transformational leadership is described as leadership that inspires or motivates employees to develop and achieve higher performance or levels so that they are able to achieve more than they previously thought.

From preliminary observations and pre-research at the South Sulawesi Province BKKBN Office, researchers found that the Head of the South Sulawesi Province BKKBN was a good leader who showed the values of transformational leadership styles. This is reflected in the attitude of his subordinates who look friendly and have high quality. This reflects the leadership style adopted by the head of the BKKBN South Sulawesi province effectively because it can motivate subordinates to achieve their best performance. Moreover, seeing the important task of the BKKBN that is socializing to the community, the leader and leadership style must develop along with the development of a new paradigm in the flow of globalization so as not to become an outdated leader. Seeing how important the role of a leader is, a leader must develop in terms of his leadership style in order to be able to lead his subordinates well so that organizational goals can be achieved effectively and efficiently against changes in manifestations of final values including freedom, independence, togetherness, and brotherhood. Based on the preliminary observations of researchers at the time of PPL at the BKKBN Office of South Sulawesi Province that the head of the BKKBN (Top Leader), has Visionary characteristics, is close to subordinates, motivators and has high intellect. Researchers suspect there is an application of the Transformational leadership style by the head of office.

## METODE PENELITIAN

This study does not examine the relationship between other variables in the form of relationships or explanation of cause and effect, but examines the Application of Leadership Style in the BKKBN Office of South Sulawesi Province which is a single variable. The design of this research is quantitative descriptive research. Measuring this research variable, an instrument in the form of a questionnaire was used as the main technique in gathering data in the field, each question containing alternative answers containing different values between one answer to another, as follows: alternative answers a weighting 4, alternative answers b weighting 3, alternative answers c weights 2, and alternative answers d weights 1.

Researchers took 35% of the population of 110 people using random sampling techniques, so the research sample numbered 38 people. Techniques to obtain data in accordance with the things studied, using research instruments, namely:

1. Observation, namely through direct observation to the location of the study by looking at things related to or related to the research object to be examined, such as; record the entire number of office employees, office hours of work (when employees come and go at work), organizational structure.
2. Interview is a dialogue conducted by researchers to obtain information from several informants who are competent with the problem under study. By using open interview techniques, conducted by the interviewer by taking the questions based on the questionnaire related to the problem under study.
3. Questionnaire, is the main technique because by using a questionnaire is expected to obtain most of the data needed. A number of written questions are used to obtain information from respondents using a closed questionnaire type.
4. Documentation, which is an effort to obtain data through recording of a number of documents or written evidence. This technique is used in an effort to complete the secondary data needed, namely in the form of other correct information materials such as: image data on the location of the study, organizational structure, conducting interviews.

The data analysis technique used in this study is a descriptive analysis technique that aims to describe matters relating to the object of research, the analysis of the results of the questionnaire data was carried out using a percentage formula stated by:

$$P = \frac{F}{N} \times 100\%$$

Where:

F = Frequency sought by presentation

N = Number of frequencies / number of individuals

P = Percentage Number.

(Sudijono (2014: 43)

$$\% = \frac{n}{N} \times 100\%$$

Where:

% = Percentage

n = Value obtained

N = Sum of all values (Ali, 2013: 43)

## **RESULT AND DISCUSSION**

### **Result**

The analysis of the data intended is to find out about the Implementation of Transformational Leadership Style in the BKKBN Office of South Sulawesi Province by looking at various aspects such as: 1) Charismatic, 2) Inspiration, 3) Intellectual stimulation, and 4) Individual Consideration.

The results of the data analysis formulated above, it can be seen that the Charismatic Leadership in the office of the National Population and Family Planning Agency of South Sulawesi Province is in a good category with the results obtained namely 84.47 percent. The level of inspiration from the leadership in the BKKBN office in South Sulawesi Province is to show a good category with the results obtained by 81.18 percent. The level of intellectual stimulation from the leadership at the BKKBN office in South Sulawesi Province shows that the category is quite good with 75.39 percent of the results obtained. The level of intellectual stimulation from the leadership at the BKKBN office in South Sulawesi Province is in the good category with 78.94 percent results.

Based on the recapitulation of respondents' answers to the research data on the application of transformational leadership style in the Office of the Population and Family Planning Board of the South Sulawesi Province, the results of the analysis of the data formulated above, it can be seen that the application of the transformational leadership style in the office of the Population and Family Planning Board of the South Sulawesi Province. with the results of data analysis with the four indicators of overall transformational leadership style, namely: Charismatic, Inspiration, Intellectual Stimulation and Individual Consideration are showing good categories with the results obtained 80.00 percent.

### **Discussion**

Leadership style is a way used by a leader in influencing the behavior of others. From this style the benefits can be taken to be used as a leader in leading subordinates or followers. Leadership style is the norm of behavior used by a leader when trying to influence the behavior of others or subordinates. Leaders cannot use the same leadership style in leading their subordinates, but must be adapted to the ability level characters in the tasks of each subordinate. The leader who is effective in applying certain styles in his leadership must first understand who his subordinates are leading, understand the strengths and weaknesses of his subordinates, and understand how to utilize subordinates' strengths to compensate for their weaknesses (Johannesen et al., 2004; Nathan et al., 2017).

The application of the transformational leadership style referred to is the BKKBN Office of South Sulawesi Province. With the following indicators:

- 1) Charismatic possessed by the leadership in the BKKBN office in South Sulawesi Province is an attitude or personality possessed by him which is characterized by having a strong vision, awareness of purpose, communicating the vision effectively to his subordinates in achieving the goals with consistency and focus and the strength he has in influencing his subordinates and using him. From the results of the data analysis above, it can be concluded that the application of leadership style with charismatic indicators possessed by leaders in the BKKBN office in South Sulawesi Province is categorized as good. This can be seen in the data analysis with the results obtained 84.47 percent.
- 2) Inspiration owned by the leadership in the South Sulawesi Province BKKBN Office, in carrying out its duties and responsibilities the leader carries out a vision by attracting

understanding from the future, challenging his followers or subordinates with the provision of high standards and being optimistic and enthusiastic about giving encouragement and meaning to what needs to be done brilliantly and produce new pemiran and be motivated in carrying out the duties and responsibilities to achieve organizational goals. From the results of the data analysis above, it can be concluded that the application of leadership style with the Inspiration indicator owned by the leadership in the BKKBN South Sulawesi Province office is categorized as good. This can be seen in the analysis of the data with the results obtained 81.18 percent.

- 3) Intellectual stimulation owned by the leadership in the BKKBN Office of South Sulawesi Province, is an ability to influence and direct subordinates or followers with full consideration, leaders question the old ways by comparing new ways, traditions, and beliefs to stimulate new views in do something to encourage ideas or input from subordinates for decision making and organizational sustainability. From the results of the data analysis above, it can be concluded that the application of leadership style with the indicator of intellectual stimulation owned by the leader in the BKKBN office in South Sulawesi Province is quite good. This can be seen in the data analysis with the results obtained 75.39 percent.

Based on the results of data analysis of each of the above indicators, it proves that the application of transformational leadership style in the Office of the National Population and Family Planning Board of South Sulawesi Province with the results of data analysis containing the four indicators of the overall transformational leadership style, namely: Charismatic, Inspiration, Intellectual Stimulation and Individual Consideration are showing good categories with the results obtained 80.00 percent.

## CONCLUSION

Berdasarkan hasil analisis dan pembahasan, maka hasil penelitian ini dapat disimpulkan bahwa Penerapan Gaya Kepemimpinan Transformasional di Kantor Badan Kependudukan dan Keluarga Berencana Nasional Provinsi Sulawesi Selatan, dengan masing-masing indikator dari gaya kepemimpinan transformasional yang meliputi Kharismatik, *Intellectual Stimulation*, dan *Individual Consideration*. Sehingga secara keseluruhan dari semua indikator menunjukkan bahwa penerapan gaya kepemimpinan transformasional di kantor badan kependudukan dan keluarga berencana nasional provinsi sulawesi selatan dikategorikan baik.

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