The Implementation of Leadership Styles in Improving Performance of ASN Employees at IAIN Curup

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Abstract

One of the primary factors influencing employee performance is leadership style. This study aimed to investigate leadership styles and how they were implemented to improve the performance of ASN employees at IAIN Curup. This study used a qualitative method and included six participants on purpose. The six participants included one AUAK IAIN Curup Bureau as the leader and five IAIN Curup ASN employees. The data were gathered through interviews and observation. To effectively analyze the data, an interactive model was used. According to the findings of this study, the head of the AUAK IAIN Curup Bureau used five leadership styles to improve the performance of IAIN Curup ASN employees. The director of the AUAK IAIN Curup Bureau employed bureaucratic, democratic, transformational, charismatic, and moralist leadership styles in this context. The five leadership styles were described in several competencies, such as discipline, active social, information provider, problem solver, open-mindedness, motivation provider, hard-working, comprehensive view, and open communication. It is hoped that future research will focus on leadership style variables on the basis of a quantitative standpoint to confirm the current study's findings.

Keywords: *Leader; Leadership Styles; Employee Performance*

Introduction

Employees are a valuable resource in any organization, and they are frequently referred to as the spearhead in achieving the expected results (Sutherland et al., 2022). Hence, organizations require leaders who can produce good cooperation between leaders and subordinates (Farooq et al., 2022). A good leader is one who usually directs all human resources in the organization to work together to achieve goals. Human resources in the modern era are required to be familiar with existing systems within the organization as well as skills and abilities (Townley, 2019).

Anyone can become a leader. A person's leadership in any organization can be obtained through descent, election, or appointment (Chang et al., 2022). Regardless of where one obtains leadership, it is critical to remember that a good leader represents the group's true will. This implies that the leader must be able to hear the voice of the person being led, or in this case, the voices of his subordinates. A good

organization's system consists of attitude and behavior, discipline, tenacity, psychological personality, motivation and leadership, rewards, and structure. Good leaders should pay attention to the organizational system's components (Sharma et al., 2019).

There are a range of leadership styles. Among others are authoritarian, diplomatic, laissez-faire, democratic, and charismatic leadership styles (Elkhwesky et al., 2022). Leaders can select from several different leadership styles to influence the work of their subordinates. A good leader must be able to motivate subordinates to continue striving for the best possible results for the organization in which they work (Darvishmotevali & Altinay, 2022).

Various types of challenges that arise necessitate specific strategies and policies from an organization, particularly in the context of the IAIN Curup, as the main context brought in this study. The strategies and policies in question are concerned with how leaders respond to employees to work according to their primary responsibilities and in accordance with clear rules. As a result, a leader must employ leadership styles that can increase the effectiveness of his subordinates' performance. In this study, the researcher is driven to conduct research entitled "The Implementation of Leadership Styles in Improving the Performance of ASN IAIN Curup Employees". This study rests upon two problems. First, what are the leadership styles applied to improve ASN IAIN Curup employees' performance? Second, how is the implementation of the aforesaid leadership styles? This research is expected to benefit some interested parties, particularly those working in IAIN Curup.

Literature Review

Leadership

Leadership is a social influence process in which the leader seeks subordinates' voluntary participation to achieve organizational goals (Neeley & Reiche, 2022). In other words, leadership is an activity within an organization that influences subordinates to work well to achieve goals. A leader is someone who delegates or influences others to act to accomplish specific goals (Oklobia & Dance, 2022). Leadership implementation plays a role in improving human resources' capability in the success of an organization that is in accordance with the needs of followers to achieve the desired goals.

Leadership Styles

A leadership style refers to how a leader performs his or her leadership function or manages his or her subordinates (Zhao et al., 2016). Based on literature reviews, the researchers codified fourteen leadership styles as depicted in the presentation below.

The democratic leadership style is the first. Democratic leadership style is a leader's ability to persuade others to collaborate to achieve the goals that have been set in numerous ways or activities that can be carried out jointly by subordinates and the leader. This style is also known as subordinate-centered leadership, leadership by equality, participatory leadership, or consultative leadership. The leader consults his subordinates before making a decision. This democratic leadership style is distinguished by a leader's authority that is not absolute. The Leader is open to delegating some authority to subordinates. Subordinates and the leader collaborate to make policies and decisions. Communication can occur in two-way directions, with the leader going to the bottom and vice versa. Fair supervision of subordinates' attitudes, actions, behavior, or activities is exercised. Subordinates and the leader can take the initiative. Subordinates have numerous opportunities to express ideas or opinions. Regardless of the nature of the instructions, subordinates are assigned tasks on demand. The leader will pay attention to his subordinates and foster mutual trust and respect (Oussible & Tinaztepe, 2022).

The second type of leadership style is delegative leadership. Delegative leadership is distinguished by the fact that the leader rarely provides direction. Subordinates are allowed to make decisions, and they are expected to solve all problems on their own. This delegative leadership style reflects the leader's behavior while carrying out his duties as a leader. As a result, a leader's character will have a significant impact on his leadership style. Delegative leadership is a leadership style used by the leader for his subordinates who can carry out activities that the leader is temporarily unable to carry out for various reasons. This delegative leadership style is ideal if the staffs owned are highly motivated and capable. Thus, the leader will be more concerned with providing supports to his subordinates than with issuing orders to them (Carolino & Rouco, 2022).

The third type of leadership is bureaucratic. The phrase "rules-based leadership" describes this type of bureaucratic leadership. Leading behavior is distinguished by the strict application of a procedure by the leader and his subordinates. In general, a bureaucratic leader will make all decisions based on the rules that have been in effect, and there will be no flexibility. All activities must be centered on the leader, with some leeway given to others to be creative and to act. It is also inseparable from the existing provisions. Some characteristics of the bureaucratic leadership style include the leader making all decisions related to all works and instructing all subordinates on how to carry them out. The leader will establish all standards for how subordinates will complete the task. If a subordinate fails to perform his duties in accordance with predetermined performance standards, there are noticeably clear consequences (Bennis, 2017).

The fourth leadership style is laissez-faire. This approach will encourage members to take the initiative. Because of the leader's lack of interaction and control, this style can only work if subordinates can demonstrate a high level of competence and confidence in pursuing goals and objectives. In this leadership style, the leader wields little power and allows his subordinates to do whatever they want as long as it is under acceptable consideration (Zareen et al., 2015).

The fifth is an authoritarian leadership style. This is the leadership style of a leader who has centralized all the decisions and policies he wishes to take a sole responsibility. The authoritarian leader will hold all the division of tasks and responsibilities, while the subordinates will only carry out the tasks that have been assigned to them. Authoritarian leadership is typically task-oriented. This means that with the task assigned by an institution or organization, the policy of that institution must be projected in how the leader governs his subordinates for the policy to be properly implemented. Here, the subordinates are merely the machines only driven by the leader's own will. Often, initiative from his subordinates is not noticed (Zhang & Xie, 2017).

The sixth type of leadership style is charismatic. This charismatic leadership style has the advantage of attracting people. They will be captivated by his upbeat demeanor. Leaders with this personality type are typically visionary. They enjoy new experiences and challenges (Meslec et al., 2020). The diplomatic leadership style is the seventh. The benefits of this diplomatic leadership style are found in the positioning of perspective. Many people frequently look from only one perspective, namely the perspective of their advantage. The rest, they see from the standpoint of his opponent's advantage. Only the leader with this white personality can see both sides clearly, which can benefit him as well as his opponent (Junya, 2020).

The eighth leadership style is the moralist. The advantage of this moralist leadership style is that the leader is friendly and courteous to everyone. They are patient and generous, and they have a high level of empathy for all of their subordinates' problems. The leader possesses all types of virtues. Despite his flaws, people will flock to him for his warmth. This type of leader's weakness is his emotions. The average person is very unstable; sometimes it appears sad and scary, and other times it appears pleasant and friendly (Kartikasari et al., 2022).

The administrative leadership style is the ninth. This type of leadership style will appear less innovative and too rigid in terms of following the rules. His attitude is very conservative, and he is afraid of taking risks, so he prefers to play it safe (Aldighrir, 2020). The tenth characteristic is the analytical leadership style. In this leadership style, decision-making is usually based on an analytical process, particularly logical analysis of any information obtained. This style will be more results-oriented, with a focus on detailed plans and long-term dimensions. This leadership model prioritizes logic by employing several reasonable and quantitative approaches (Kasprzhak et al., 2015). The eleventh leadership style is entrepreneurial. This leadership style is preoccupied with power and outcomes, with less emphasis on the need for cooperation. This type of leader is always looking for competitors and setting high standards (Renko et al., 2015).

The twelfth leadership style is visionary. Visionary leadership is a leadership style that aims to give meaning to work and businesses that must be carried out collaboratively by company members by providing direction and meaning to work and efforts based on a clear vision (Zhou et al., 2018). The thirteenth leadership style is situational leadership. The essence of situational leadership theory is that a leader's leadership style will differ depending on his followers' levels of readiness. There is no best leadership style, according to the fundamental understanding of situational leadership theory (Wright, 2017). The fourteenth characteristic is militaristic leadership. This type of leader is very similar to the type of authoritarian leader, who always acts as a dictator toward the members of his group. The characteristics of this type of militaristic leadership are more in the use of command system, harsh and very authoritarian, and rigid and often not wise. The leader requires absolute obedience from subordinates and really likes excessive formalities. The leader orients towards ritual ceremonies, and signs of greatness require strict and rigid discipline from their subordinates. The leader does not require suggestions, proposals, and criticisms from their subordinates (Jain et al., 2014).

Employee Performance

Performance determines how much an employee contributes to the organization (Bin & Shmailan, 2015). Performance enhancement, both for individuals and groups, is at the forefront of efforts to improve organizational performance. Benchmarks for performance include quality, quantity, timeliness, effectiveness, and independence (Htaik, 2022). Work quality is measured by employee perceptions of the quality of the work produced, the perfection of tasks on the skills, and abilities of employees. Quantity is the quantity produced expressed in terms of, for example, the number of units or the number of cycles of activity produced. In terms of timeliness benchmarks, timeliness is the level of activity completed at the start of the specified time, to coordinate with the output results and maximize the time available for other activities. Concerning the effectiveness benchmark, effectiveness is the level of use of organizational resources (manpower, money, technology, and raw materials) to be maximized to increase the results of each unit in the use of resources. Furthermore, in relation to the benchmark of independence, independence is the level of an employee who will later be able to carry out his work functions.

Methods

This study adopted a qualitative descriptive study (Creswell & Poth, 2018) that aimed to reveal two research orientations based on two problem formulations. The two orientations of this research were the leadership styles in improving the performance of IAIN Curup employees and the implementation of those leadership styles. This study involved six participants who were selected purposively using a purposive sampling technique. Of the six participants, one of them was a leader. The first participant was the leader, namely the head of the AUAK IAIN Curup Bureau. Furthermore, the second to sixth participants were ASN IAIN Curup employees. Several criteria formed the bases for recruiting participants using the purposive sampling technique. First, the participants represented a leader and his subordinates. Second, the participants were individuals who already had sufficient working experiences,

which were more than five years. Third, all participants were adequately communicative so that the researcher could explore in-depth data from the participants. Fourth, all participants were willing to be involved in this study.

The research data were collected using interview and observation techniques. Interview questions and observation indicators were formulated based on the research problem formulations, which were oriented towards leadership styles and implementation of those leadership styles. The data obtained from interviews and observations were then analyzed using an interactive model (Miles et al., 2014). This interactive model of data analysis had several components which included data collection, data condensation, data presentation, and drawing conclusions. Related to the elements of data collection, as explained earlier, the data were collected using interview and observation techniques. Regarding data condensation, the raw data obtained from interviews and observations were then mapped based on emerging themes. Thus, the raw data were grouped according to some representative themes and subthemes. Related to the data presentation, the data were presented in the form of a table that exhibited the results of codification or data theme. Furthermore, the data were also presented in the form of a presentation of interview transcripts, descriptions of observations, explanations related to interview snippets and descriptions of observations, data interpretations, and data discussions. Furthermore, related to drawing conclusions, the data that had been analyzed were concluded in a comprehensive and representative fashion.

Findings and Discussion

Leadership Styles in Improving IAIN Curup's Employee Performance

Data related to the leader's leadership style, in this case, the head of the AUAK IAIN Curup Bureau, in improving the performance of IAIN Curup employees were coded into several themes. These themes were identified based on the analysis results of raw data from interviews and observations. Table 1 lists the themes that represent leadership styles.

Table 1. Leadership styles in improving the performance of IAIN Curup employees

No.	Codified leadership styles	Codified forms of leadership style competences
1	Bureaucratic leadership style	Applying a disciplinary competence
2	Democratic leadership style	Applying the competences of active social, information provider, and problem-solver.
3	Transformational leadership style	Applying the competences of open-mindedness, motivator, and hardworking man
4	Charismatic leadership style	Applying comprehensive-minded, open-minded, and motivating competencies
5	Moralist leadership style	Applying an open communication competence

Table 1 shows that the head of the AUAK IAIN Curup Bureau employed five leadership styles as the leader of the IAIN Curup employees. Such styles covered the styles of bureaucratic leadership, democratic leadership, transformational leadership, charismatic leadership, and moralist leadership.

The Implementation of Leadership Styles in Improving IAIN Curup's Employee Performance

The leadership role at IAIN Curup is critical for the effectiveness of all employees' work, directing, giving orders, giving instructions, and making sound decisions. The Leader must set a good example for subordinates by exercising discipline and disciplining employees. The result of an interview with the head of the AUAK IAIN Curup Bureau, as shown in the following transcript, depicted a disciplinary competence demonstrated by the employees' leader at IAIN Curup.

Every Monday, all IAIN Curup employees participate in a morning ceremonial meeting. Every morning ceremonial meeting, as the leader, I provide directions for excellent work and always provide information about the IAIN Curup agency's progress. In addition to this information, I provide strategies for implementing an effective work system. Furthermore, I make efforts to direct my employees to actively work while upholding morals in accordance with Islamic teachings. In terms of socialization, the morning ceremonial meeting is useful for all IAIN Curup employees. Furthermore, the essence of friendship is demonstrated not only in the morning ceremonial meeting session but also through active leadership actions that I consider appropriate, such as visiting every office room to ask work-related questions. By visiting offices, I can evaluate employee performance while also identifying who is present and who is absent. If an employee is frequently absent from work for no apparent reason, the employee is given a warning in accordance with the employee disciplinary rules. I also hold employee meetings to discuss work, particularly the main tasks of work, as well as other issues related to improving employee performance (Interview with the Head of the AUAK IAIN Curup Bureau).

The interview portrait above shows that the head of the AUAK IAIN Curup Bureau employed several leadership competencies, including discipline, active social, information provider, and problem-solving competences. The head of the AUAK IAIN Curup Bureau's disciplinary competence exemplified a bureaucratic leadership style. The phrase "rules-based leadership" describes this type of bureaucratic leadership. Leading behavior is distinguished by the strict application of a procedure by the leader and his subordinates (Bennis, 2017).

Furthermore, the competences of the head of the AUAK IAIN Curup Bureau in terms of social activity, information provision, and problem-solving exemplified a democratic leadership. Democratic leadership style is the ability to persuade others to collaborate to achieve the goals that have been established in several ways or activities that can be conducted that are determined jointly by subordinates and the leader. This leadership style is also known as subordinate-centered leadership, equal leadership, participatory leadership, or consultative leadership. The leader consults his subordinates before making a decision (Oussible & Tinaztepe, 2022).

The AUAK IAIN Curup Bureau's director cultivated positive relationships with his employees. The ability to build good relationships with employees is demonstrated in the interview data with employee participant 1 as shown in the transcript below.

According to my observations, the social relationship between employees and the head of Bureau at IAIN Curup is ideal. In this case, the leader regards his subordinates as work partners rather than as literal subordinates. The leader assumes that his work and those of his subordinates can be the same. The main difference is on how they work and what their primary responsibilities are (an interview with employee participant 1 at IAIN Curup).

The observation results showed that the head of the AUAK IAIN Curup Bureau, as the employee leader, expressed his genuine appreciation and praised to employees who performed well. The leader was willing to consider an issue from the perspective of others, played a role as a good listener, and valued employee contributions. Observational data also showed that the leader always allowed all employees to express their opinions. This data condition was bolstered further by information obtained from interviews with the employee participant 2 as depicted in the transcript below.

The leader, what I meant is the head of AUAK IAIN Curup Bureau, exhibits an open-minded attitude, and this way triggers employee motivation at work. Indeed, the leader admits to making a mistake in his actions at some point during his work. This nature indicates that the work must be done in accordance with the conscience, rather than being forced or carelessly done in the sense that the work is adjusted to the rules that have been established. Furthermore, the head of AUAK IAIN Curup Bureau always advises employees by providing directions on employee discipline at work (an interview with employee participant 2 at IAIN Curup).

According to the findings of the interviews and observations, the head of the AUAK IAIN Curup Bureau employed a transformational leadership style. The head of the AUAK Bureau had the personality of a mentor by leading. He positioned himself as not only a boss but also a true leader who could always direct his employees to do an excellent job. Employees were not only given tasks but also opportunities to improve their skills and remained alert to assist with problems at work (Oussible & Tinaztepe, 2022). Furthermore, the leader's openness to his mistakes and the competence of open-mindedness in assessing a work-related issue represented a charismatic leadership style. This charismatic leadership style has the advantage of attracting people. The leader will be captivated by his upbeat demeanor. The leader with this leadership style is typically visionary. He enjoys new experiences and challenges (Junya, 2020).

As the employee leader at IAIN Curup, the head of the AUAK IAIN Curup Bureau could assess his employees' strengths and weaknesses. This point is illustrated in the following transcript of interview data with the employee participant 2.

According to what I have seen, the Head of the AUAK IAIN Curup Bureau understands his employees' strengths and weaknesses because each employee must have advantages and disadvantages. For example, when an employee makes a mistake, the head of the AUAK IAIN Curup Bureau does not embarrass him in front of many people, but the person concerned is called to be advised and given directions so that the same mistake is not made again (an interview with the employee participant 3).

The above interview data were supported by observational data, demonstrating that the Head of the AUAK IAIN Curup Bureau was fair to all his employees. The head of the AUAK IAIN Curup Bureau, on the other hand, was never of favoritism, and never favored only superior employees. Employees believed that their leaders could protect their subordinates without discriminating against one employee over another because of this attitude. In this instance, the head of the AUAK IAIN Curup Bureau employed a fair competence, which was of a situational leadership style. The essence of situational leadership theory is that a leader's leadership style will differ depending on his followers' level of readiness. There is no best leadership style, according to the fundamental understanding of situational leadership theory (Wright, 2017).

According to additional interview data, the head of the AUAK IAIN Curup Bureau used competence as a motivator. The motivator competence is demonstrated in the following transcript of an interview with the employee participant 4.

The leader frequently tells stories about how he made mistakes as a new employee. All employees value a leader who can teach honest life lessons about making mistakes while remaining firm about not repeating them. This example is ideal because it motivates and inspires employees at work (interview with the employee participant 4).

Furthermore, the findings showed that the Head of the AUAK IAIN Curup Bureau had an open communication style. This communication openness competency was demonstrated not only by the leadership but also by the leader's teaching of this competency to employees. Employees were told to get closer to one another. The proximity factor could bring two people together to be sufficiently and positively close. In terms of this competency, the head of the AUAK IAIN Curup Bureau exemplified the openness of communication between the leadership and employees at IAIN Curup by responding honestly, not telling lies, and not hiding true information. The leader created a cheerful outlook at work that was transparent, fair, and accepted by all parties who communicated during the communication process. Positive behavior was addressed through attitudes and actions. In terms of attitude, it meant that the parties involved in the communication did not have suspicious prejudices, which helped the communication partner to understand the communication message, namely the head of the AUAK IAIN Curup Bureau providing adequate explanations in accordance with several types of behavior and attitudes, including respecting employees.

Motivator competencies such as excerpts from interview transcripts and open communication competence represent a moralist leadership style at some point (Kartikasari et al., 2022). The advantage of this moralist leadership style is that the leader is friendly and courteous to everyone. The leader has a high level of empathy for his subordinates' problems and is patient alongside being generous. Subordinates usually accept all forms of virtues displayed by the leader (Kartikasari et al., 2022).

One piece of interview data depicted the leader's ideal leadership style. In relation to this discussion, the employee participant 5 expressed her opinion on the ideal leadership style, as shown in the interview transcript below.

A style means attitude, movement, behavior, good gestures, strength, and the ability to do good. A leadership style is a combination of philosophies, skills, traits, and attitudes that a leader frequently employs when attempting to influence the performance of his subordinates. There are three basic leadership styles: those that prioritize task implementation, those that emphasize cooperative relationships, and those that emphasize the results that can be achieved. Thus, the most appropriate leadership style is one that maximizes productivity, job satisfaction, and development. In my opinion, these leadership style indicators are reflected in the performance of the head of the AUAK IAIN Curup Bureau (interview with the employee participant 5).

Furthermore, the observation data showed that the head of the AUAK IAIN Curup Bureau upheld discipline values so that he could influence employees in improving discipline, namely the enforcement of employee disciplinary penalties through a bureaucratic culture. Furthermore, the leader was remarkably close to the employees, created a comfortable and familiar environment at work, and ensured a solid sense of family. In terms of building a bureaucratic, supportive, and exemplary work culture, the implementation of leadership styles, particularly at IAIN Curup, was very influential with employees between the leader and subordinates. The head of AUAK IAIN Curup Bureau became a pilot project in developing oneself through various experiences and an innovative culture. The leader's styles of leadership could sufficiently improve employee organizational performance at IAIN Curup with a commitment to creating a significant organizational culture on employee performance.

Conclusion

This research was initiated by two orientations, namely leadership styles and implementation of those leadership styles. Based on data in the context of the head of the AUAK Bureau and several employee participants at IAIN Curup, this study has found five leadership styles applied by the head of the AUAK Bureau of IAIN Curup in an effort to improve employee performance. The leadership styles are bureaucratic leadership style, democratic leadership style, transformational leadership style, charismatic leadership style, and moralist leadership style. In relation to the bureaucratic leadership style, the head of the AUAK IAIN Curup Bureau applies a disciplinary competence. Regarding the democratic leadership style, the head of the AUAK IAIN Curup Bureau applies active social competence, information provider competence, and problem-solving competence. Regarding the transformational leadership style, the head of the IAIN Curup Bureau applies open-minded competence, motivating competence, and hard-working competence. Regarding the charismatic leadership style, the head of the AUAK IAIN Curup Bureau applies comprehensive-minded competence, open-minded competence, and motivating competence. Furthermore, related to the moralist leadership style, the head of the AUAK IAIN Curup Bureau applies the competence of open communication.

This research is limited to the data substance that is qualitative and contextual in nature. Future research is expected to explore the variables of leadership styles from a quantitative point of view, so that such research data can confirm the current research data.

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