

## Analysis of Leadership Styles in Enhancing Member Engagement and Performance in Organizations

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Article Information	Abstract
<p>Article History: Received: 3 September 2024 Accepted: 20 September 2024 Published: 30 September 2024</p> <p>Keywords: <i>leadership style, performance, organization.</i></p>	<p>This research focuses on analyzing leadership styles in increasing the involvement and performance of organizational members. Human resources, as the main asset in an organization, play a crucial role in achieving goals. Organizational success is highly dependent on the implementation of an effective leadership style, especially in the context of government organizations facing the challenges of bureaucratic reform. This research uses qualitative methods with a literature study approach to explore the relationship between transformational and democratic leadership styles and employee involvement and performance. The research results show that a transformational leadership style, with an approach to inspiring vision, emotional involvement, individual development, and intellectual stimulation, plays a significant role in creating a harmonious and productive work environment. Meanwhile, a democratic leadership style, which emphasizes active participation in decision making and appreciation of employees, can increase motivation and performance. The combination of these two leadership styles is effective in creating inclusive and innovative organizations. However, research also finds challenges in implementing leadership styles, such as lack of coordination, less firm decision making, and low employee awareness of responsibilities. Therefore, an integrative leadership strategy is needed to overcome these obstacles. This research provides recommendations for improving leadership competencies through effective communication, regular evaluations, and the development of relevant training programs. These findings are expected to contribute to more effective leadership practices in various organizational contexts.</p>

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## **INTRODUCTION**

In organizational transformation, human resources serve as a pivotal asset in attaining the organization's objectives (Angga Wahyudi et al., 2023). The success of an organization significantly relies on the efficacy of staff performance, which is influenced by the leadership style employed. In this scenario, leaders are pivotal in fostering a supportive work environment, inspiring employees, and augmenting their engagement and performance. The appropriate leadership style is a crucial determinant of an organization's success, particularly in the government sector confronting the problems of bureaucratic change. Leaders must comprehend managerial responsibilities and effectively integrate task-oriented and interpersonal connection strategies. This methodology is essential for establishing innovative, productive, and inclusive companies.

Numerous prior research have demonstrated that transformative and democratic leadership styles positively influence employee engagement and performance (Rezky Iskandar, 2024). The transformational approach promotes leaders to offer inspiration, emotional support, and possibilities for personal development, whereas the democratic style facilitates active participation in decision-making (Wilson, 2020). Both techniques have substantial outcomes in fostering harmonious connections between leaders and organizational members. In practice, barriers to implementing the optimal leadership style often include inadequate coordination, insufficient employee awareness of tasks, and uncertain decision-making. Consequently, leadership techniques that may surmount these challenges are essential to improve member engagement and performance within the organization.

This research seeks to examine the application of leadership styles to improve member engagement and performance in companies. This research aims to enhance leadership practices across many organizational contexts by analyzing the dynamics of pertinent leadership styles.

## **RESEARCH METHOD**

This study employs a methodology. Qualitative research generates descriptive data through spoken or written material, alongside observable behavior. This research primarily emphasizes literature analysis as the principal source of information, as noted by Moleong (Moleong, 2011). This research utilizes secondary data, acquired from several pre-existing sources through a literature review. The employed data collection methods include of observation and document analysis. This research seeks to comprehend Leadership Styles in augmenting Member Engagement and Performance within Organizations through the application of diverse strategies.

## **RESULTS AND DISCUSSION**

Human resources occupy a pivotal role in the organizational transformation process. Employees are a crucial productivity asset for attaining organizational objectives; their absence would hinder the realization of such achievements. The significance of employees' roles is further underscored by the existence of leaders who can observe, comprehend, and react to organizational conditions. The leadership style inside an organization significantly

influences the attainment of its objectives. In government organizations, leaders bear a substantial duty for advancing bureaucratic reform in Indonesia, aimed at enhancing bureaucratic efficacy. Leadership is frequently linked to an individual's talents, capabilities, and degree of influence. Nevertheless, the essence of leadership is not solely confined to persons in formal positions; those lacking official titles can nevertheless exhibit commendable leadership qualities.

As stated by Made Pidarta, a good leader excels in both aspects of leadership (Pidarta, 1988). Leaders who thrive in planning and management exhibit skill in both areas. Both aspects of leadership encompass:

**a) Leadership focused on task completion.**

Leaders with this approach prioritize task completion while neglecting the development of abilities, competencies, motivation, interests, and the facets of communication and empathy. They neglect the welfare of employees. Consequently, personnel engage in a repetitive routine, according to directives without demonstrating initiative. Such leaders are frequently antiquated, rendering the organization stagnant and uncreative.

**b) Leadership that emphasizes interpersonal ties**

Leadership that emphasizes interpersonal ties. This strategy emphasizes staff development, job satisfaction, motivation, collaboration, social contact, and overall well-being. He thinks that favorable treatment of employees will enhance the attainment of organizational objectives.

Nonetheless, the reality is that not all employees exhibit strong commitment, even being treated with respect. This may result in organizational stagnation. Consequently, optimal leadership is characterized by the ability to amalgamate both methodologies. By integrating and augmenting both, leadership efficacy will be attained, enabling the organization to meet its objectives punctually. An effective leader proficiently executes managerial duties, including planning. They solicit collaboration from team members and attend to the aspirations and grievances of employees. Thus, leaders will garner support in the form of ideas, enthusiasm, and energy from employees, fostering a collective spirit and sense of unity, while also augmenting empathy in addressing diverse issues to progress the governmental organization.

**Determine the Prevailing Leadership Style**

This research identifies the transformative leadership style. This is the predominant style employed by leaders throughout organizations (Caldwell et al., 2012). This style prioritizes the good impact on members to attain shared objectives using inspirational, motivational, and participatory methods. The primary attributes of the transformative leadership style can be delineated as follows:

**1. Vision of Inspiration. Visionary Inspiration.**

Transformational leaders can articulate and convey the organization's vision clearly, engagingly, and realistically. This aids organizational members in comprehending the pursued direction and their strategic roles in actualizing that vision. Leaders employ motivational language to cultivate a robust work ethic and inspire individuals to exhibit greater enthusiasm in pursuing shared objectives.

## **2. Affective Engagement. Affective Engagement.**

Leaders cultivate robust emotional connections with organizational members through admiration, acknowledgment, and constructive interpersonal interactions. These connections are founded on reciprocal trust and support, fostering a harmonious and productive work environment. Leaders provide empathy for the needs of members, thereby fostering a sense of ownership and devotion to the organization.

## **3. Personal Development. Personal Advancement**

Transformational leaders prioritize not just the attainment of organizational objectives but also the personal and professional growth of their team members. This is accomplished through training, mentoring, and chances for members to acquire new skills. This strategy seeks to optimize individual potential, hence enhancing the organization's production and innovation.

## **4. Cognitive Engagement. Cognitive Engagement**

Moreover, transformational leaders promote critical, creative, and inventive thinking among members when confronting obstacles. They cultivate a culture that fosters experimentation and learning from errors, allowing the organization to persistently evolve in response to environmental changes.

The attributes of transformational leadership have demonstrated efficacy in fostering an inspirational work environment, empowering individuals, and enhancing organizational performance.

Based on prior research conducted by Ading Sunarto (Sunarto, 2022). This study demonstrates that the democratic leadership style significantly influences employee performance at PT. Shad Global Indonesia, South Jakarta. The firm leader offers explicit directives, encourages employee contributions, and permits diverse viewpoints in the decision-making process. The synergistic relationship between leaders and employees cultivates a productive work environment and enhances motivation. Employee performance is highly rated, particularly in meeting organizational objectives. Leaders not only offer organized direction but also confer incentives or rewards to high-performing staff, so enhancing their motivation. This research identified various impediments, including insufficient performance assessments, limited oversight, and inadequate task allocation, which detrimentally impact total staff productivity.

This democratic leadership approach facilitates staff skill and insight development through company-provided training programs. This not only augments human resource capabilities but also confers strategic benefits for the organization, including enhanced product quality and customer happiness. An successful leadership style fosters mutually advantageous relationships between employees and the organization.

This research advocates for corporations to prioritize employee welfare by providing appropriate wages and enhancing training programs. Furthermore, consistent assessments, enhanced communication, and increased oversight are essential to foster a more supportive work environment that promotes employee productivity. The significance of this research lies in the examination of leadership styles that enhance member engagement and performance inside organizations. The democratic leadership style adopted by firm executives has demonstrated effectiveness in enhancing employee engagement via active involvement in decision-making. Moreover, employee performance enhanced due to explicit

direction, recognition, and a conducive work atmosphere. This affirms that inclusive leadership and effective communication substantially influence the engagement and performance of organizational members.

A prior study by Febriyanto indicates that the democratic and transformational leadership styles employed by the managers of Resort De Bintan Villa positively influence employee engagement and performance (Febriyanto, Azzam, Kutia, Rizal, & Yusfiarto, 2024). The democratic leadership style is characterized by employee participation in decision-making, fostering an inclusive work environment. Employees perceive themselves as respected and are afforded the opportunity to articulate their thoughts, thereby enhancing their motivation and engagement within the firm. The transformational leadership style is exemplified by the leader's capacity to motivate personnel with a distinct vision and objective. Leaders not only offer guidance but also participate immediately in the work process and actively assist employees. This method fosters a supportive work atmosphere, enabling people to pursue corporate objectives without undue stress. The amalgamation of these two leadership styles is efficacious in enhancing staff performance. Engagement of employees in decision-making and direct backing from leaders enhance productivity, efficiency, and quality of work. This fosters a harmonious relationship between leaders and employees, serving as the foundation for attaining corporate objectives.

The analysis of leadership styles in augmenting member engagement and performance in organizations is significantly pertinent to these findings. The democratic leadership style fosters employee involvement inside the firm, whereas the transformational approach improves their performance. Both strategies function synergistically to foster a more productive and inclusive workplace. A leader frequently encounters numerous leadership obstacles. Inadequate coordination may provide a difficulty for a leader, adversely affecting the team.

**a) Unfamiliarity with their scope of responsibilities. Unaware of the extent of his responsibilities.**

The officials and personnel have not yet comprehended their new responsibilities. This subsequently presents a barrier to enhancing performance, since both officials and staff must acquire foundational knowledge anew. His scope of responsibilities is novel.

**b) Indifferent to the surroundings**

The employees' ignorance of the regulations may promote indiscipline.

**c) Insufficient employee awareness on their responsibilities**

The absence of employee awareness concerning their responsibilities may result in diminished work discipline and adversely affect their performance. Potential repercussions include: decreased work efficiency, failure to meet organizational objectives, and potential financial losses for the corporation. Factors that can affect employee work discipline include: compensation, the example established by leaders and direct supervisors, the willingness of leaders to take action, oversight by leaders and direct supervisors, and attention to employees.

**d) Deficiency in coordination**

Insufficient cooperation between management and personnel. This issue subsequently affects the subpar performance of employees in executing their given jobs.

**e) Less resolute in decision-making. Less resolute in decision-making**

The leadership's decision-making process occasionally neglects the environment and circumstances of its personnel. This circumstance diminishes the efficacy of the decision.

Indecisiveness in decision-making can be characterized by numerous factors, including: procrastination without justification, failure to confront existing uncertainties, habitual ambivalence, and inability to discern valuable counsel from others.

Initiatives undertaken to mitigate the leadership limitations in the execution of leadership styles.

**a. Understanding his scope of responsibilities**

Identification of Employee Competencies and Skills. Leaders can initiate this process by assessing the competences and talents of each employee. A successful method is document review, including CVs, employment histories, and completed training records. Moreover, formal evaluations, including talent assessments and personal interviews, are crucial as they offer profound insights into individuals' skills, limitations, and ambitions. This information will provide leaders with a preliminary overview of the talents held by each individual. Following the initial identification, leaders must observe employees' performance in executing everyday duties. Direct observation and colleague comments will yield profound insights into employees' work methodologies. This stage is essential for evaluating the true capabilities and potential of people in diverse work scenarios. Leaders should develop a competency matrix that aligns employees' skills with the organization's requirements. It is essential to articulate job descriptions for each role properly, ensuring people comprehend their obligations. This approach will render task division more systematic and congruent with each person's skill. Effective communication and collaboration between leaders and staff are crucial for comprehending each other's responsibilities. Through the facilitation of regular meetings, leaders can address workplace concerns and consider employee suggestions. This method not only improves teamwork but also assists executives in positioning employees based on their potential. Surveillance and Assessment. Finally, leaders must make regular assessments and evaluations of employee performance. Constructive feedback is essential for facilitating employee development and aiding their adaptation to task requirements. Through regular assessments, supervisors may guarantee that each employee operates inside their area of expertise and aids in fulfilling the organization's objectives.

**b. Environmental consciousness Attuned to ecological concerns**

To enhance employee performance, which is intrinsically linked to various factors, particularly in formulating policies aimed at this improvement, Communication and Informatics must be attuned to the work environment and the circumstances of its employees, ensuring they execute their responsibilities with genuine discipline and accountability.

**c. Facilitating bilateral contact with employees. Facilitating reciprocal contact with employees.**

Coordination with workers involves the integration of actions and objectives from distinct units within an organization to accomplish goals efficiently and effectively. Effective collaboration with employees can facilitate the attainment of corporate objectives and minimize work-related errors. Benefits of coordination among workers include: mitigating feelings of disconnection, preventing conflicts within the organization, reducing job vacancies, promoting mutual awareness among employees, optimizing resource utilization, and averting redundancy between units.

**d. Decision-making. Decision-making.**

Decision-making is the process of selecting various actions to attain certain goals or objectives. The decision-making process can influence the problem-solving approach

undertaken. In decision-making, the references employed may differ based on the issue, intuition, or prior experience. Effective decision-making excludes physical violence. Decision-making may occur either individually or collectively. Individual decisions are made for personal advantage, but communal decisions are reached through consensus for the group benefit.

## CONCLUSION

This study emphasizes the significance of leadership styles in improving the engagement and performance of organizational members. Transformational and democratic leadership styles have demonstrated efficacy in fostering a conducive, productive, and inclusive workplace. The transformational method offers inspiration, emotional support, personal development, and fosters innovation through intellectual stimulation. Concurrently, the democratic approach enhances member engagement by active participation, reciprocal communication, and recognition that fosters work incentive.

Nonetheless, various issues persist, including inadequate coordination, indecisive decision-making, and insufficient employee awareness of obligations. A leadership strategy that effectively integrates task-oriented and interpersonal interaction methods in a balanced manner is essential to surmount these problems.

In conclusion, an effective leadership style focuses on attaining corporate objectives while fostering individual potential and cultivating harmonious relationships inside the business. The use of inclusive, communicative, and evaluative leadership styles can improve engagement, performance, and the organization's effectiveness in attaining its objectives.

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