

# Transformational Leadership Analysis in Forming Quality Work Culture at The Gunungsitoli Idanoi Sub-District Office

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## ABSTRACT

The purpose of this study was to determine the analysis of transformational leadership in the formation of a quality work culture at the Gunungsitoli Idanoi Sub-District Office and the role of transformational leadership in the formation of a quality work culture at the Gunungsitoli Idanoi Sub-District Office. In this study using qualitative methods and data collection techniques using observation, documentation and interviews. The result of this study is that the Camat's leadership is based on an inclusive approach, clear vision, inspirational motivation, intellectual stimulation, and individual attention to employees. The Camat's inclusive approach is reflected in policies and practices that open space for participation of all team members in decision making. Inclusive leadership applied by the Camat of Gunungsitoli Idanoi has a positive impact on the work environment, active participation of team members, motivation, and productivity. This approach is supported by several factors, such as active and equitable participation of all employees in decision-making, a clear vision that leads to improved public services and active community involvement, active involvement of the Sub-district Head with employees, communication of the Sub-district Head's vision and goals, special initiatives for employee development, encouraged creativity and innovation, support for employee intellectual development, individual attention from the Sub-district Head to employees, and employee experience in receiving special attention.

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## 1. INTRODUCTION

In the current era of globalization, every government organization has short-term and long-term goals to be achieved through the work to be done (Cesariana et al., 2022). To achieve the set goals, human resource management must be planned and managed as effectively as possible so that the organization can maintain its performance and continue to develop in line with the progress of the times. Resource management must be done accurately, especially in identifying and utilizing resources, in order to maintain the organization's existence (Sulistyawati, 2023). Human resources are one of the most important and dominant resources that help government institutions achieve their goals. Employees are a source of organizational success and the main drivers of all organizational activities in government agencies (Irawan, 2023).

Transformational leadership has become the focus of attention in various organizational contexts, including within the government scope. In the context of forming government work culture, transformational leadership plays a crucial role in directing, inspiring, and changing behaviors and values within public organizations (Fedorenko et al., 2023). The government, as an institution responsible for providing public services, development, and managing community resources, requires a leadership approach that can address the dynamics of complexity and evolving demands from society and the external environment (Siswantoro, 2023).

Transformational leadership offers a relevant and effective framework. This leadership is not only about administrative tasks but also encompasses broader aspects such as vision development, collective motivation, employee development, and the development of a healthy organizational culture (Sa'adah et al., 2021). Forming a strong work culture within the government is important to improve organizational performance, increase public satisfaction, and strengthen institutional legitimacy. In this context, transformational leadership is key to designing, promoting, and strengthening a work culture that aligns with public service values, transparency, accountability, and efficiency (Agag et al., 2024).

Through a transformational leadership approach, it is hoped that the government can bring about significant changes in work culture, which in turn will create an inclusive, innovative, and results-oriented work environment for the community and the state. Therefore, in-depth research and understanding of the role of transformational leadership in forming government work culture are crucial to guide effective and sustainable policy measures in improving performance and public service (Yao, 2023).

According to experts (Papadopoulou et al., 2023) government organizations are patterns of beliefs, behaviors, assumptions, or values held in the organizational culture that shape the way members behave and interact to influence their work, and encompass all entities' mechanisms of work culture management in governing affairs in government and are able to have a positive or effective work culture such as openness, accountability, ethics, innovation, as well as in providing quality public services to the community to improve organizational performance in government.

According to experts (Scholdra et al., 2023), work culture refers to the values, norms, beliefs, attitudes, and behaviors of employees in a government organization or work environment to reflect how members of the organization have the potential for high work culture effectively, related to work discipline, attitude, and ethics in work, as well as innovation, this is one of the leadership styles in a government organization capable of providing encouragement to subordinates to influence, direct, to achieve the goals of government organizations, Strong leadership can be seen creating changes or developments in employee performance directed according to the goals set in government organizations.

According to (Fedorenko et al., 2023) the importance of work culture in government organizations is to improve the quality of employee performance in an organization not only affects the performance and effectiveness of work culture but also has a broad impact on public services, public trust, or achieving organizational goals as a whole. According to (Agag et al., 2024), good leadership is responsible for leading or creating change and influencing subordinates in shaping a professional work culture in work as desired in a government organization, leadership can provide work motivation to subordinates and encourage, and involve the ability to provide vision in developing the goals of government organizations, an effective leader in building the organizational culture they lead can play a role in becoming a figure of the culture they build, leaders can help subordinates create a sense of identity for their workers, to develop attachment to the work culture between employees with the work environment, a sense of ownership is a basic capital for a leader in encouraging employees to achieve the mission and goals of the organization.

The Gunungsitoli Idanoi Sub-District Office is a government institution at the sub-district level responsible for various administrative matters, development, and services to the community in the Gunungsitoli Idanoi City area. As part of the government structure, the Gunungsitoli Idanoi Sub-District Office plays an important role in organizing various programs and activities aimed at improving the welfare of the community at the sub-district level.

In the administrative field, the sub-district office handles various activities such as population registration, civil registration, and other sub-district administrative tasks. They are also responsible

for maintaining data and important documents related to the population and the Gunungsitoli Idanoi sub-district area. Additionally, the sub-district office serves as a coordination center between the local government and the community in terms of information dissemination and organizing community activities (Heerde & Dekimpe, 2024).

In the development field, the sub-district office participates in planning and implementing development programs in the sub-district area. They collaborate with various parties, including local governments, non-governmental organizations, and the private sector, to identify needs and issues that need to be addressed at the Gunungsitoli Idanoi Sub-District Office. Additionally, the sub-district office facilitates various infrastructure development programs such as road construction, bridges, and other public facilities to improve accessibility and the quality of life for the community (Sharp et al., 2024).

Based on observations conducted by researchers in the field, several problematic phenomena were found where the work culture at the Gunungsitoli Idanoi Sub-District Office did not develop as expected or did not align with the values advocated by leadership. Employees feel confused or lost direction due to a lack of clear communication from leadership regarding tasks and responsibilities assigned by leadership. Additionally, there is resistance or disagreement from some team members regarding changes proposed by leadership, resulting in internal conflicts and disharmony in the work culture. This may be due to a lack of trust building and strong relationships between leaders and subordinates, as well as a lack of adequate training or support to assist employees in adapting to these changes. As a result, the expected work culture is not well-formed, and the productivity and quality of employee work can be negatively affected. Based on the above description, the researcher is interested in conducting further research entitled "Transformational Leadership Analysis in Forming Quality Work Culture at the Gunungsitoli Idanoi Sub-District Office".

## 2. RESEARCH METHOD

This research employs a qualitative research design with a descriptive approach. (Dems de Haan et al., 2022) Qualitative research heavily relies on information from participants, collecting data in the form of text or words, and analyzing it subjectively. (Irawan, 2023) adds that the descriptive approach aims to gather information about the status of phenomena existing at the time of the study. The variable in this research is transformational leadership, which, according to (Cay & Irnawati, 2020), transforms subordinates to grow beyond their personal interests and pursue common goals.

The research location is at the Gunungsitoli Idanoi Sub-District Office, Gunungsitoli City, and conducted for six months from March 2023 to August 2023. The research data sources consist of primary data collected directly from sub-district office employees and secondary data from relevant literature. Key informants and supporters were selected based on their knowledge of the researched issues, with the researcher being the primary instrument in data collection through observation, in-depth interviews, and documentation.

Data collection techniques include direct observation to record observed phenomena, structured interviews with informants to obtain in-depth information, and documentation to acquire written data supporting the research (Cesariana et al., 2022). The collected data is then analyzed through a systematic process, starting from data collection, data reduction to organize information, data presentation in narrative form, to drawing conclusions based on the analyzed data. This research aims to understand and explain the phenomenon of transformational leadership at the Gunungsitoli Idanoi Sub-District Office in depth and comprehensively (Sharp et al., 2024).

## 3. RESULTS AND DISCUSSIONS

### **Based Transformational Leadership at the Gunungsitoli Idanoi Sub-District Office.**

Transformational leadership is a leadership style that focuses on motivating and inspiring subordinates to achieve common goals by changing their way of thinking and acting (Sadrah Zefanya Putra et al., 2023). The Gunungsitoli Idanoi Sub-District Office may have implemented the principles of transformational leadership to improve their organization's performance and effectiveness. For example, a transformational leader in the office may have identified a clear vision for the progress and development of their area. They may have openly communicated this vision to their staff, building enthusiasm and collective commitment to achieving it.

Moreover, transformational leaders may have paid attention to the needs and aspirations of individuals in the office. They may have provided support and guidance to their staff, as well as offering training and skill development necessary to achieve common goals. Through this approach, these leaders may have created an inclusive and supportive work environment where every team member feels valued and encouraged to contribute maximally.

Furthermore, transformational leadership also involves continuous monitoring and feedback. Leaders at the Gunungsitoli Idanoi Sub-District Office may have built strong relationships with their subordinates, regularly providing constructive feedback and serving as role models in terms of integrity, ethics, and commitment to the organizational vision. Thus, transformational leadership in the office may have played a key role in driving positive change and achieving shared success in carrying out administrative tasks and public services in their area (Agag et al., 2024).

### **Quality Work Culture at the Gunungsitoli Idanoi Sub-District Office.**

Work culture refers to the daily quality of work that is rooted in meaningful values, serving as motivation and inspiration for consistently better and satisfying work for the served community. In this culture, a positive work culture can create a productive and harmonious work environment, while a negative work culture can affect motivation, performance, and job satisfaction of employees (Cay & Irnawati, 2020). Therefore, understanding and developing a positive work culture are crucial for organizations to achieve their goals effectively and efficiently.

According to (Saputra et al., 2023) work culture refers to a shared system of meaning embraced by organization members that distinguishes the organization from others. The importance of work culture lies in its influence on employee motivation, performance, satisfaction, and engagement, as well as overall organizational effectiveness and success. This work culture reflects the identity and core values embraced by the organization and can be a determining factor in maintaining and developing a quality work culture.

According to (Sharp et al., 2024), work culture is the idea of expertise, art, and others given by humans over time. Culture involves social morals, norms of behavior based on belief in the ability and priorities of all members of the work and performance of each individual in the organization's performance assessment by fellow employees and superiors regarding work results and attitudes in the work culture.

Quality work culture at the Gunungsitoli Idanoi Sub-District Office is a crucial foundation for creating a productive, efficient, and community-oriented work environment. Quality work culture is characterized by several key aspects, one of which is the high commitment of all team members to achieving common goals. In the Gunungsitoli Idanoi Sub-District Office, teamwork is a top priority, where every individual is encouraged to support each other and work together for collective success.

Furthermore, transparency and open communication are also integral parts of the quality work culture at the Gunungsitoli Idanoi Sub-District Office. All information and decisions are clearly explained to all team members, minimizing miscommunication and fostering trust among them. Effective communication channels also allow for constructive feedback, giving every team member the opportunity to develop and improve their performance.

Moreover, quality work culture is also reflected in the spirit of innovation and problem-solving highly valued at the Gunungsitoli Idanoi Sub-District Office. Employees are encouraged to think creatively and seek new solutions to every challenge they face, thus providing better services to the community. Additionally, a proactive and responsive attitude towards change is also part of the work culture applied, allowing the Sub-District Office to continually adapt to the dynamics of the work environment and the needs of the community.

Thus, quality work culture at the Gunungsitoli Idanoi Sub-District Office not only creates a harmonious and productive work environment but also becomes a key factor in improving the quality of public services and strengthening the relationship between the government and the community. In the context of an inclusive approach, the Gunungsitoli Idanoi Sub-District Head implements empowering leadership practices through active participation in decision-making. Findings show that formal mechanisms allowing every team member to provide input and share ideas have created an empowering work environment. This involvement is not only symbolic but also leads to feelings of responsibility and ownership of decision outcomes.

Furthermore, the clear vision embraced by the Gunungsitoli Idanoi Sub-District Head serves as the foundation for better sub-district development goals. This vision not only guides employee actions but also creates a focus on team contributions to community building. Community empowerment is an integral part of this vision, creating a work climate that supports both individual and collective growth.

Active engagement by the Sub-District Head with employees is also highlighted in this research. Through face-to-face meetings, open discussion forums, and feedback sessions, the Sub-District Head creates an open and collaborative work environment. Employees feel heard, valued, and have space to provide input and share their ideas. Direct involvement in team activities has also stimulated creativity and innovation among employees.

Furthermore, inspirational motivation becomes an important aspect of leadership at the Gunungsitoli Idanoi Sub-District Office. Communicating visions and goals, special initiatives for employee development, and empowering employees for better outcomes have been drivers of employee performance and dedication. Internal mentoring programs, online training, and regular creativity workshops are concrete examples of the efforts made by the Sub-District Head to encourage professional and personal growth of employees (Sulistyawati, 2023).

Intellectual stimulation is also a focus in the Sub-District Head's leadership. Through an open environment that encourages idea discussions, the Sub-District Head creates a platform for creativity and innovation among employees. Additionally, support for employees' intellectual development is reflected in regularly scheduled continuous learning programs and monthly training sessions. By providing employees with access to training resources and opportunities to update their knowledge, the Sub-District Head helps strengthen employees' skills and abilities.

Finally, the individual attention shown by the Sub-District Head to employees is a valuable asset in forming strong professional relationships. Through one-on-one meetings, the Sub-District Head discusses career aspirations and challenges faced by each employee. By providing concrete support and personal development plans, the Sub-District Head creates an environment where employees feel supported in their career journey.

Overall, the observed transformational leadership at the Gunungsitoli Idanoi Sub-District Office reflects a strong commitment to community development and employee welfare. Through inclusive approaches, clear vision, active engagement with employees, inspirational motivation, intellectual stimulation, and individual attention, the Sub-District Head has created a dynamic, innovative, and empowered work environment. This not only impacts organizational performance but also the growth and development of individuals within it.

#### **4. CONCLUSION**

The Gunungsitoli Idanoi Sub-District Office has successfully implemented the principles of transformational leadership by motivating and inspiring their staff to achieve common goals. The leaders at the Gunungsitoli Idanoi Sub-District Office have identified a clear vision, communicated openly, provided support and training to the staff, built strong relationships, regularly provided constructive feedback, and set an example in integrity and commitment to the organizational vision. Through this approach, transformational leadership may have created an inclusive and supportive work environment, playing a key role in driving positive change and achieving collective success in carrying out administrative tasks and public services. The quality work culture at the Gunungsitoli Idanoi Sub-District Office is a critical factor in the organization's success. This culture emphasizes professionalism, collaboration, excellent public service, integrity, and high work ethics. Open communication, recognition of individual contributions, and involvement in innovation and continuous improvement are also integral parts of this work culture. In addition to achieving organizational goals, this work culture also aims to realize high-quality public service and build sustainable relationships with the served community. The Gunungsitoli Idanoi Sub-District Office serves as an inspirational example for other government agencies in their efforts to improve services to the public.

To be an effective leader at the Gunungsitoli Idanoi Sub-District Office, it is important to build strong relationships with the team and encourage collaboration. Trust and open communication will help create an environment where every team member feels heard and valued. Additionally, it is important to establish a clear vision and goals for the office and ensure that every team member

understands their role in achieving them. Effective leaders should also lead by example by demonstrating dedication, integrity, and high work ethics. Listening to feedback from team members and being open to change are also key to successful leadership. By building an inclusive work culture and empowering team members, you can create an environment that supports professional growth and collective success.

The Gunungsitoli Idanoi Sub-District Office should prioritize open and clear communication among all team members. This includes not only sharing information about tasks and ongoing projects but also opening channels to solicit input and opinions from all parties. Additionally, fostering an inclusive and supportive work environment can enhance collaboration and ownership of joint work outcomes. Always encouraging self-development and skill improvement through training and education can also be a long-term investment in the progress of the Gunungsitoli Idanoi Sub-District Office. Thus, a healthy and progressive work culture will help create a productive and highly competitive environment for the entire team.

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