# PERSUASIVE LEADERSHIP STYLE OF THE HEAD OF SINDANGSARI VILLAGE, CIMERAK DISTRICT PANGANDARAN DISTRICT

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## ABSTRACT

*Study This background by Head Village not yet optimal apply style leadership persuasive in the Village Sindangsari Subdistrict Cimerak Regency Pangandaran . As for objective study This is For know style leadership persuasive Head Village Sindangsari Subdistrict Cimerak Regency Pangandaran . Method used _ in study This is descriptive analysis . Informant as many as 10 people. Technique data collection is studies bibliography , study field ( observation And interview ) and documentation . Writer use technique qualitative data analysis through processing of result data interview And observation For withdrawn conclusion so that can answer problem in study . Based on results study is known that : no _ leadership persuasive Head Village Sindangsari Subdistrict Cimerak Regency Pangandaran Not yet in accordance with characteristics leadership persuasive Because head village Not yet can influence public For can follow various programs that have been set Because lack of head village own skill in persuade all party For involved And cooperate in various activities carried out besides That lack of trust given _ head village to public Because lack of involvement public in various planned activities _ as well as lack of motivating public in follow activities to be implemented , as well lack of Power pull head village in carry out his leadership Because head village not enough awaken attention various party to activity And not enough give information available _ understood as well as lack of suitability implementation activity with results musrenbangdes . So as with results observations made _ is known that head village not enough own skill in apply style leadership persuasive Because head village not enough open in accept various input submitted _ by public in discussion village so that the persuasion conveyed For invite role active public not enough succeed because not enough intertwined cooperation in carry out activity the besides That head village not enough give trust to public For can carry out various activities carried out And lack of motivating all party For involved in a way active in various activity Because not enough understand benefit his involvement in activities carried out . Besides That head village not enough own Power pull so that Not yet can awaken attention to activities carried out Because lack of information available _ understood by public .*

**Keywords :** *Leadership Style, Persuasive, Village Head.*

## INTRODUCTION

In realizing good and clean government at both the central and regional levels, down to the lowest elements of government, namely at the village level, good governance must be

the main priority because it is the axis in achieving good services to the community. In realizing good quality government services, through good governance and a correct government work system, the village, which is the lowest element of government located in the sub-district, needs to implement a good and correct village government administration system. In accordance with the spirit of bureaucratic reform, every government institution, both central and regional, must provide good services to the community. One important factor that is very influential in the implementation of these services is the problem of human resources for the apparatus implementing public services.

As one of the important government entities that has direct contact with the community, villages are the spearhead of development because of their closeness to the community and their narrow administrative scope. Starting from this fact, the village is an integral part of the government on the one hand and also on the other hand, has a role as a protector of local entities, so it is appropriate for the village to be managed in accordance with the principles of general government and prioritizing the principle of benefit in carrying out government and development .

The implementation of village government is the village government's effort to provide services, development and improve community welfare, through training and supervision of village government officials in implementing a good village government implementation and management system. The position of the village head, as a village government

administrator who is given the authority to carry out general government, such as accelerating development through the provision of facilities and infrastructure, and efforts to accelerate the development of a strong and independent village economy.

The village head as the head of government within the scope of the village must be able to play his role and function optimally, both as a public servant and as an intermediary who can provide solutions to problems that arise in the community covering the area under his authority. The aspirations expressed by the community must be heard and followed up by a village head so that the common goal can be achieved as expected.

Leadership style is a leader's behavior that a person uses when they want to influence other people. The village head's leadership style also greatly influences how the community is led. Each village head has a leadership style that is different from one another . There are times when this leadership style is also heavily influenced by factors such as the environment, customs, culture, religion and so on.

Sutrisno, (2017:219) states that:
In order to be successful in leading his subordinates, a leader must have characteristics, qualities and is also required to be able to influence and direct his subordinates, all of whom have different characteristics. Therefore, leaders must be able to carry out leadership functions such as coordination (an interpersonal role), decision making, and communication (an informational role.

Thus, to be able to carry out his leadership well, the village head must have a leadership style so that he can improve the performance of village officials through motivating strategies and applying discipline when carrying out his duties and responsibilities because by implementing this strategy he can face the problems he faces. The role of a leader is very much needed in an organization because in an organization there are many different employee backgrounds, therefore leaders must plan organizational goals well.

The success of a leader in an organization really depends on the leader's behavior in carrying out his leadership duties. A leader's behavior can be seen from the way they make decisions, command, assign tasks, communicate, motivate the people they lead, guide and direct, as well as the way the leader enforces discipline, controls and supervises their employees, reprimands and gives sanctions or punishments to their employees. Therefore, leadership behavior in implementing leadership functions will have a huge and decisive influence on the effectiveness of the organization in achieving its goals.

However, in carrying out his leadership, the Head of Sindangsari Village is not yet optimal in carrying out communication with village officials and village institutions so that the implementation of village government programs is still not implemented optimally. The programs that have been implemented include the population service program, the *Sustainable Development Goals* ( SDGs ) program, the Village-Owned Enterprises (BUMDes) development program and

the capacity building program for village officials. Meanwhile, programs that have not been implemented optimally include the implementation of infrastructure development due to a lack of communication with various related parties, causing the realization of development programs to be less in line with community needs. For further details, village government programs that have not been realized in accordance with the Village Government Work Plan (RKPDes) include the following:

**Table 1**
**Village Government programs that have not yet been realized**
**Year 2022**

| No | Year | Program Plan |
|----|------|--------------|
| 1 | 2022 | Provision of cattle breeding |
| 2 | 2022 | Procurement of Community Service Cars |
| 3 | 2022 | Construction of GOR to SNI standards |
| 4 | 2022 | Development of Cijaringao and Kutakanyere Religious Tourism |

Source: Sindangsari Village. 2023

Based on the data above, it is known that there are village government programs that cannot be realized in accordance with the village government's activity plans. This is due to the lack of village heads applying a persuasive style, resulting in a lack of communication and cooperation with the community.

Therefore, in order for the goals to be achieved to be achieved well, a Sindangsari Village Head must have his own leadership style so that the community participates in helping smooth development in the current era of regional autonomy. A leader must be

able to adapt to his environment and not impose his own will too much.

One of the leadership models used by village heads in leading is persuasive leadership. This is because power and authority do not always produce results that are in line with expectations in managing an organization. Therefore, leaders are more likely to invite their members rather than give orders. Work voluntarily carried out by subordinates can generate greater concern than leaders who abuse their power and authority. Through this persuasion, subordinates will become more familiar with the leader so that the tasks they carry out are carried out with pleasure.

Persuasive leadership style according to Sutrisno (2017:242) states that, the leadership style uses an approach that changes feelings, thoughts or in other words makes an invitation or persuasion.

Based on this opinion, it can be seen that persuasive leadership has different characteristics from other leadership styles so that it is more suitable to be applied in various organizations including village governments because persuasive leadership will prioritize the interests of its subordinates so that there is harmonious cooperation in achieving common goals.

## LITERATURE REVIEW

Leadership is usually defined as the power to move people and influence people. Leadership is just a tool, means or process for persuading people to do something voluntarily.

Mulyasa (2017: 107) states: "Leadership is the process of influencing the activities of a person or group in an effort towards achieving goals in certain situations." Furthermore, according to Thoha (2017: 9) that: "Leadership is an activity to influence the behavior of other people, or the art of influencing human behavior, both individuals and groups."

Based on these two opinions, it can be concluded that leadership is a process or art of influencing other people in an effort to achieve the expected goals.

A leader is essentially someone who has the ability to influence the behavior of other people in their work by using power. Power is the ability to direct and influence subordinates regarding the tasks that must be carried out.

According to Schein, (2010: 109) the concept of "leader" comes from the foreign word " *leader* " and "leadership" from " *leadership* ". A leader means someone who has the ability to organize an organizational activity so that the activity can be carried out efficiently.

According to Rivai (2014:65), states that:

A leader is a member of a group who is given a certain position and is expected to act according to his position. So a leader is also someone in an association who is expected to be able to use his influence to realize and achieve group goals.

Kartono (2014: 38) states that:

A leader is someone who leads by initiating social behavior by directing, directing, organizing or controlling the efforts of others or through the prestige of power or position. In a limited sense , a leader is a person who guides dreams with the help of his

persuasive qualities, voluntary acceptance by his followers.

Based on the opinion above, it can be concluded that a leader is someone who is trusted and has the ability to influence, guide and direct other people in order to achieve a certain goal.

Every leader has a leadership style that is different from one another. The perspective on certain issues becomes an individual's leadership capacity. It cannot be denied that being a leader requires responsibility and a heavy and influential role. However, every problem can be overcome if he uses tactics and strategies that are appropriate to the situation.

There are several factors that influence leadership style in an effort to influence an individual or group of individuals. According to Rivai (2014: 109), there are four factors that influence leadership style, namely:

1. Charisma Provides a vision and mission, creates a sense of pride, gains respect and trust.
2. Inspiration Communicates high expectations, uses symbols to focus efforts, expresses important goals in a simple way.
3. Intellectual simulations can: demonstrate intelligence, rational, careful problem solving.
4. Pay attention to individual staff: can show personal attention, treat employees individually, train, advise.

Furthermore, Rahayu (2017:2), in carrying out leadership activities there are several factors that influence leadership style, namely:

1. Personality , past experiences and expectations of the leader, including values, background and experience will influence the choice of leadership style .
2. Expectations and behavior of superiors
3. The characteristics, expectations and behavior of subordinates influence what the leadership style is.
4. Task requirements, each subordinate's tasks will also influence the leader's style.
5. Organizational climate and policies influence subordinate expectations and behavior.
6. Peer expectations and behavior.

Thus, each leader has a different leadership style. A leadership style that is suitable and applied within the company will be able to provide satisfaction for its employees. Employees who are satisfied with their leaders will have good performance and vice versa. For this reason, in the process of a company's success, a leader's leadership style is something that is important and must be paid attention to.

In managing an organization, power and authority will not always bring the desired results. Given this reality, many leaders prefer to persuade their subordinates rather than give orders. Because work carried out voluntarily by employees will produce greater concern than if leaders often show their power and authority.

Sutrisno (2015: 222-223) states "Persuasive style is a style of leading by using an approach that arouses feelings, thoughts, or in other words by inviting or persuading

Hendri, (2019:90) states that:

Persuasive style is the art of influencing attitudes and behavior through subtle and gentle means, especially using language. To reach the stage of behavior change, persuasive leadership involves many elements, including the communicator ( *persuader* ), communicant (persuadee), message, channel, effect and environment.

Based on these two opinions, it can be seen that persuasive style is the art of influencing attitudes and behavior through subtle and gentle methods, especially using language that is easy to understand so that it can arouse feelings, thoughts, or in other words by inviting or persuading.

Government is defined as a group of people who manage authority, carry out leadership, and coordinate government and community development from the institutions where they work.

According to Jamaludin, (2015: 109) states that: Village government is organized under the leadership of a village head and his assistants, representing the village community for relations outside and within the community concerned.

Saparin (2013:119) explains as follows:

The village government is a formal symbol of the unity of the village community. The village government is organized under the leadership of a village head and his assistants, representing the village community for relations outside and within the community concerned.

Based on these two opinions, it can be concluded that the village government is someone who leads and represents a community with the assistance of other village officials in order to organize a village government. As a village government as well as an organizing element in village government, you should be able to understand the problems that occur and the needs of the community in the village, so that the goals in the village can be achieved. Because the success of village goals all depends on the village government as the organizer of village government assisted by village officials.

The Village Head is the leader of the village government. The term of office of the Village Head is 6 (six) years, and can be extended for another term of office. Article 26 of Law Number 6 of 2014 concerning Villages states that the duties of the Village Head are to Organize Village Government, Implement Village Development, Develop Village Community, and Empower Village Community.

Government Regulation Number 43 of 2014 concerning Implementing Regulations of Law Number 6 of 2014 concerning Villages, states that the Village Head is the head of village government administration based on policies that have been determined together with the Village Consultative Body (BPD).

So, the Village Head as head of government is responsible for the implementation of village government because the village head plays the role of being an elected representative of the people and is directly elected by the village community.

## METHOD

The research design used in this research is a qualitative approach.

According to Moleong (2017:4), the qualitative approach is: "Research procedures that produce descriptive data in the form of written or spoken words from people and observable behavior."

Meanwhile, the research method used is the analytical descriptive method, according to Nawawi (2012: 63) who states that:

> The descriptive method can be interpreted as a procedure for solving the problem being investigated by describing, depicting the current state of the subject or object of research (a person, institution, society, etc.) based on the facts that are visible or as they are.

Furthermore, Danim, (2012:51), descriptive research also aims to obtain a detailed picture of the condition of the object or subject of observation. The data obtained includes *interview transcripts* (interviews), field notes, photos, personal documents, and others.

In this research, the informants were the village head, 2 village officials, 2 BPD representatives, 2 LPM representatives and 3 community representatives. So there were 10 informants in this research.

## RESULTS AND DISCUSSION
1. **Expertise _ _**
   a. **The village head is open to receiving input from various parties as a basis for decision making**

Based on the results of interviews with several informants, it can be seen that the village head is open to receiving input from various parties as a basis for decision making because there are indeed mechanisms adopted by the village government and related institutions as a basis for decision making, however the community is not directly informed about decisions. taken by the village head in determining an activity.

Likewise, from the results of observations made by the author, it is known that the openness of the village head in accepting input from various parties as a basis for decision making is not followed up by conducting outreach to the community so that the community does not know what will be implemented and does not know the basis for making decisions taken by the village head. .

   b. **The village government's role is to carry out outreach regarding the preservation of the culture of kolotic musical instruments**

Based on the results of interviews with several informants, it can be seen that the Village Head in persuading the community to participate in development has gone well. This can be seen from the village head's form of providing understanding and communicating in various ways to convey his motivation to the community. With this success, the Village Head can further convince the community to always participate and support development in various forms of participation.

Likewise, from the results of observations made by the author, it is known that the community can participate in activities carried out by the village government if the village head, in persuading the community to participate in development activities, has provided an example so that the community can follow what the village head does. Apart from that, the

community will follow the invitation. village head if the previous program can be realized in accordance with community expectations.

### c. The village head can collaborate with all parties in carrying out each activity

Based on the results of interviews with several informants, it can be seen that the village head has collaborated with all parties in carrying out each activity, even though the activities carried out are not yet known to the community. This is due to the lack of socialization to the community about the programs that will be implemented by the village government.

Likewise, from the results of observations made by the author, it is known that the village head has collaborated with all parties in carrying out each activity even though he did not receive optimal support from various parties, this was due to a lack of socialization to the community regarding the implementation of these activities.

## 2. Trust ( *trustworthiness* )

### a. The village head can package the message delivery so that it can create a desire for all parties to play an active role in carrying out activities

Based on the results of interviews with several informants, it can be seen that the village head has packaged the delivery of messages so that it can create a desire for all parties to play an active role in carrying out activities even though not all communities have provided support for what will be implemented because the activities carried out previously were not in accordance with what was planned. what society expects.

Likewise, from the results of observations made by the author, it is known that the village head has packaged the message delivery but has not been able to arouse the desire of all parties to play an active role in carrying out activities. This is due to a lack of community trust because there are still activities that are not in accordance with what is expected.

### b. The village head can motivate all parties to be involved in carrying out activities

Based on the results of interviews with several informants, it can be seen that in providing motivation for the community to participate in development, the village head always collaborates with various parties in carrying out his role as a community motivator, the role of the BPD, hamlet head and head of development affairs is also very helpful to work together. - together to achieve success in village development to create a more advanced village by involving the community in participation.

Likewise, from the results of observations made by the author, it is known that the village head has motivated all parties to be involved in carrying out the activities that will be carried out. This is because the village head has been able to build community trust so that whatever the village head invites, the community will support him.

### c. The village head can convey the benefits of implementing village government activities

Based on the results of interviews with several informants, it can be seen that the village head always first provides an understanding of the importance of development and

community participation in development. This understanding is conveyed directly and orally to the Village community either in meetings or formal or informal forums with the aim of being more effective in conveying their motivation. With the success of the village head in conveying understanding and knowledge about development, a community will be formed that actively participates in supporting the smooth development of the village.

Likewise, from the results of observations made by the author, it is known that the village head, in providing motivation, has conveyed the benefits of implementing the activities that will be carried out so that the community can understand every plan that will be implemented by the village government.

3. **Attractiveness _ _**
   a. **The village head can raise the attention of all parties to the activities of the village government**
      Based on the results of interviews with several informants, it can be seen that community participation in implementing activities will be high if officials respect the community by involving the community in the planning process. Rewards given to the community in development planning by involving them in activities will be a motivation for the community to be active in implementing development.

      Likewise, from the results of observations made by the author, it is known that there is still a lack of community participation in planned activities, this is due to a lack of arousing community attention by

motivating the community to get involved in these activities because the village head does not provide enough explanations to the community.

   b. **The village head can convey information that can be understood by all parties in carrying out activities by the village government**
      Based on the results of interviews with several informants, it can be seen that the village head has conveyed information that can be understood by all parties in carrying out activities by the village government, however, it has not been able to increase the participation of all parties in these activities because in reality there are still people who do not play an active role because of the activities carried out. implemented not in accordance with the needs of society.

      Likewise, from the results of observations made by the author, it is known that although the village head has conveyed information that can be understood by all parties in carrying out activities by the village government, the level of community participation in these activities is still lacking due to a lack of community participation in these activities. This is caused by a lack of appropriateness. activities that are needed by society.

   c. **The village head carries out each activity in accordance with the results of deliberations held involving all parties**
      Based on the results of interviews with several informants, it can be seen that the village head has carried out every activity even though it has not been fully in accordance with the results of the deliberations carried

out involving all parties. This is because there are often changes in the activities carried out and outside of the plan, causing community needs to not be met. because often there are changes in activities outside the agreement.

Likewise, from the results of observations made by the author, it is known that the village head in carrying out each activity has not been in accordance with the results of deliberations carried out involving all parties because often the activities carried out are outside the specified plan so they do not match what was expected .

## CONCLUSION

The persuasive leadership style of the Head of Sindangsari Village, Cimerak District, Pangandaran Regency is not in accordance with the characteristics of persuasive leadership, this is proven by the following research results:

1. *The village head's* expertise in establishing communication with all parties is not yet optimal, this is due to various obstacles faced by the village head due to the lack of input from various parties as a basis for decision making and the lack of awareness of all parties in helping the village head to carrying out development and there is still a lack of cooperation in the community so that planned activities cannot be realized optimally. Therefore, the village head has made efforts to overcome these various obstacles, including by involving the community in village deliberation activities so that they can find out the planned activities that will be implemented so that the community can play an active role in carrying out the planned activities and strive to foster self-reliance from the community so that the activities planned can be realized.

2. The village head does not give enough confidence in carrying out various activities in the community, this is due to various obstacles due to the lack of desire of the community to play an active role in the activities carried out, in addition to the difficulty of motivating the community to be involved in carrying out the planned activities and the lack of the community feeling the benefits of the activities carried out. will be implemented. Therefore, the village head makes efforts to overcome these obstacles, which include holding meetings involving the community in each hamlet so that the community's desires can be known so that the village head can realize what the community needs in addition to providing space for the community to carry out development activities in their area. so that the community can take advantage of the results of the development it implements.

3. The village head in implementing his leadership style has not been able to provide attractiveness *for* the community to involve themselves in various village government programs. This is due to the obstacles faced, including the lack of attention from all parties to play an active role in planned activities, apart from the community. lack of understanding of the information conveyed by the village government and lack of community involvement in deliberation activities carried out

so that the implementation of activities is not in accordance with what the community expects. Therefore, the village head has made efforts to overcome these various obstacles, including involving the community by providing clear information so that what is planned can be understood by the community and can be involved in these activities as well as inviting the community to take part in village deliberation activities so that what that will be implemented can be known by the public.

Likewise, from the results of observations made, it is known that the village head lacks expertise in applying a persuasive leadership style because the village head is not open enough to accept various inputs submitted by the community in village meetings so that the persuasion conveyed to invite the community to take an active role is less successful because there is a lack of cooperation in carrying out these activities, apart from that, the village head does not give the community enough confidence to be able to carry out the various activities carried out and does not motivate all parties to be actively involved in various activities because they do not understand the benefits of their involvement in the activities carried out. Apart from that, the village head lacks appeal so he has not been able to arouse attention to the activities carried out due to a lack of information that can be understood by the community.

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