

## **The Influence Of Democratic Leadership Style And Transformational Leadership On The Performance Of Youth And Sports Offices In Bandung City**

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### **ABSTRACT**

This study discusses the influence of democratic leadership style and transformational leadership style on organizational performance at the Bandung City Youth and Sports Office. The research method used is descriptive analysis method with a quantitative approach as the basis for analyzing the influence model of democratic leadership style and transformational leadership style in influencing organizational performance of the Bandung City Youth and Sports Office. This research is included in the type of correlational research, namely to identify the relationship between variables. Partially, democratic leadership style has little effect compared to transformational leadership style on organizational performance at the Bandung City Youth and Sports Office (18.4%). This means that the democratic leadership style is less dominant and less decisive in influencing organizational performance than the transformational leadership style at the Bandung City Youth and Sports Office. The dimensions of the democratic leadership style that have the greatest to smallest influence sequentially on organizational performance are the delegation of responsibility (7.41%), wisdom (6.46%), decision making (5.75) and empathy (4.46%) . Partially, the transformational leadership style has a greater influence than the democratic leadership style on organizational performance at the Bandung City Youth and Sports Office (44.0%). This means that the transformational leadership style is more dominant and becomes a top priority in influencing and determining organizational performance compared to the democratic leadership style at the Bandung City Youth and Sports Office. The dimensions of the transformational leadership style that have the largest to smallest influence sequentially on organizational performance are intellectual stimulation (8.19%), idealized influence (7.73%), Inspirational motivation (7.55%), and individualized considerations (2,1%). Simultaneously, the democratic leadership style and the transformational leadership style have a fairly large and significant influence on organizational performance at the Bandung City Youth and Sports Office (62.4%). This implies that democratic leadership styles and transformational leadership styles are very dominant in influencing and determining organizational performance at the Bandung City Youth and Sports Office. This study also found that there were other variables outside the democratic leadership style and transformational leadership style that also influenced

organizational performance at the Bandung City Youth and Sports Office (37.6%), including the bureaucratic culture variable.

**Keywords:** Democratic Leadership Style, Transformational Leadership Style and Organizational Performance.

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## **A. INTRODUCTION**

Bureaucratic reform is an effort to carry out reforms and fundamental changes to the system of government administration carried out in the context of realizing good governance. Good governance relates to how government agencies are able to account for the implementation of their duties and obligations for the best public services. Therefore, in bureaucratic reform, a change in the mindset and culture-set of the administration of the bureaucracy which was originally work-oriented (output) to performance-oriented (outcome) became the emphasis of reform in order to realize accountability for public performance. The purpose of bureaucratic reform as well as being one of the keys to the success of bureaucratic reform is to create human resources who individually have good performance. Good individual performance as a whole can certainly affect organizational performance as well as show the success of government organizations in carrying out government tasks and public services (Masambe et al., 2015)

Public organizations are a place for people (PNS/bureaucrats) to gather and work together to achieve common goals. In the organization there is a structure that describes the existence of a hierarchy of leaders and subordinates. As with other organizations, the work of public organizations requires good quality human resources who act as leaders and subordinates, while what is meant by human resources is energy that has the potential and cannot be separated from the organization or work unit. The role of a leader in influencing his subordinates is very important for the progress of the organization, the existence of a leader in the organization is needed to bring the organization to the goals that have been set.

Leaders are one of the important elements in order to improve employee performance in government organizations. Leaders are expected to motivate, influence and actively involve subordinates in achieving organizational goals through the application of the right leadership style. The existence of a relationship between superiors and subordinates is expected to form a harmonious situation between superiors and subordinates so as to lead to good cooperation in achieving organizational goals (Tilova & Rismanti, 2020).

Leaders usually apply certain leadership styles to influence the performance of their subordinates. Leadership style is a leader's behavior that a person uses when he wants to influence others. Various leadership styles can be used by a leader to influence and motivate his subordinates,

so as to improve the performance of his subordinates in doing work. Democratic leadership style is a way that is owned by a person in influencing a group of people or subordinates to work together and make efforts with enthusiasm, motivation and belief to achieve the goals that have been set. Siagian, it can be said that the quality of leadership contained in an organization plays a very dominant role in the success of the organization in carrying out its various activities, especially seen in the performance of its employees.

Transformational leadership is the process by which leaders take action to try to increase their colleagues' awareness of what is right and important, to increase the motivational maturity of their colleagues, and to move their colleagues to go beyond their peers' self-interest for the good of the group, organization, or society. . Such leaders give their employees a sense of purpose that goes beyond the simple exchange of rewards for the effort put in. Transformational leaders are proactive in many different and unique ways. These leaders seek to optimize development, not just performance. Development includes maturation of abilities, motivations, attitudes, and values (Napitupulu, 2019).

Such leaders want to increase the maturity level of their partner's needs (from security needs to needs for achievement and self-development). They convince their colleagues to strive for higher levels of achievement as well as higher levels of moral and ethical standards. Through the development of their partners, they also optimize the development of their organization. The Bandung City Youth and Sports Service (Dispora) is one of the elements of regional government affairs which is tasked with establishing programs and work plans for public service activities in the youth and sports fields. Similar to other local government organizations, Dispora is also obliged to carry out bureaucratic reform, performance improvement, and accountability.

To carry out its duties, Dispora is supported by a number of employees, currently totaling 91 people, consisting of echelon 2, 3, and 4 officials, heads of UPT and functional officials including officials from sports branches within the Bandung City Dispora. In organizing the organization, the Bandung City Dispora has a vision to promote sports and youth in the city of Bandung who are more accomplished, innovative, and healthy. In realizing its vision, the Bandung City Dispora has the mission of increasing youth independence, increasing quality, achievement, and social sports, improving public services and infrastructure for youth and sports, as well as improving the performance of the apparatus and e-government (Alfiah & Syafriani, 2019).

In terms of sports achievements, so far the city of Bandung is only known for its achievements in the field of aquatic sports from various regional championships. Although the City of Bandung provides a lot of budget for sports coaching, both sports coaching for achievement sports and coaching for disabled sports athletes. The provision of the budget is intended to provide

encouragement for athletes in the city of Bandung to always improve their performance. Improving achievement for athletes in the city of Bandung is the target of the Youth and Sports Agency (Dispora) organization.

In order to realize the vision, mission and targets of the organization, Bandung City Dispora certainly requires leadership that is able to mobilize and direct employees so that it has an impact on improving organizational performance in achieving its goals. The success of the organization in achieving its goals, of course, really depends on the leadership style that exists in the organization. Therefore, in this study, researchers wanted to find out more about what leadership style the Bandung City Youth and Sports Service employees prefer to make it possible to improve individual performance and public services which in turn can improve organizational performance.

The performance of the Bandung City Dispora from year to year shows the achievement of high performance with a satisfactory interpretation assessment, although the Dispora claims that its performance has awarded a satisfactory interpretation assessment based on the Government Agency Performance Report (LKIP) data from year to year, the Dispora performance seems very volatile, with the number of indicators whose achievements exceed the target seems to have decreased every year. Likewise with the community's assessment of the service satisfaction of the Bandung City Dispora, although the assessment of the community satisfaction index exceeds the target. However, the satisfaction index assessment has experienced an achievement below the target and even obtained a community satisfaction index (IKM) assessment of 0 (Gristiani, 2019).

## **B. METHOD**

The research method used is descriptive analysis method with a quantitative approach as the basis for analyzing the influence model of democratic leadership style and transformational leadership style in influencing employee performance at the Bandung City Youth and Sports Office. This research is included in the type of correlational research, namely to identify the relationship between variables. The population of this research is structural employees at the Bandung City Youth and Sports Office, totaling 20 people, from 20 sports taken 3 people each (Chairman, Deputy Chairperson and Secretary) a total of 60 people so that a total of 80 respondents. The data analysis of this research used Partial Least Square (PLS) analysis. However, for an analysis using Smart PLS, a maximum sample of 100 is enough, so the sample used in this study is a quota sample, namely all members of the population, amounting to 80 people (Suliyanto, 2017).

The primary data collection method was carried out using a questionnaire/questionnaire method to obtain data about the dimensions of the construct developed in this study. In this study, respondents were asked to answer a questionnaire (list of questions) to find out the respondent's

opinion about the variables to be tested using a bipolar continuum scale, at the left end (low number) describing a negative answer. While the right end (high number), describes a positive answer. Each question regarding the indicators of the variables analyzed in this study uses a scale of 1–4. This research was conducted in the area of the Department of Youth and Sports Bandung. The implementation of this research is planned for twelve months.

### C. RESULTS AND DISCUSSION

#### The Influence of Transformational Leadership Style on Organizational Performance of the Bandung City Youth and Sports Service

The results of validity testing on all instruments of the transformation leadership style variable on the organizational performance of the Bandung City Youth and Sports Office, indicate that the significance value (Sig.2-tailed) is 0.000 which means that the significance value (Sig.2-tailed) is less than 0.05. , from all the questionnaires used were declared valid. The results of reliability testing on all statements of transformational leadership style variables and organizational performance variables have a value of Cronbach's Alpha 0.6, so it can be concluded that all variables used are reliable in this study and it is suggested that they can be continued for further research. The results of the analysis and contribution test show that the influence of the transformational leadership style on organizational performance at the Bandung City Youth and Sports Office is very significant (44.0%), and the effect is the greatest compared to the democratic leadership style. Unidimensional model for latent variables Transformational leadership style variables X2 which are predicted by the dimensions of ideal influence (X2-1), inspirational motivation (X2-2), intellectual stimulation (X2-3) and individual considerations (X2-4) can be stated as follows :

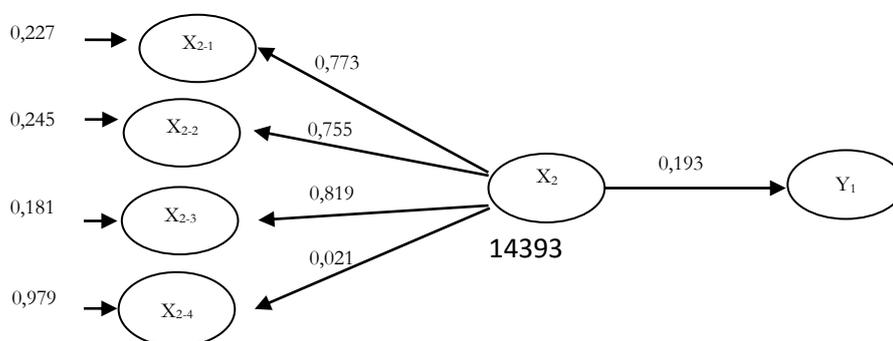
$$X2-1 = 0.879X2 +$$

$$X2-2 = 0.869X2 +$$

$$X2-3 = 0.905X2 +$$

$$X2-4 = 0.146X2 +$$

Based on the confirmatory factor analysis model, the magnitude of the influence for the latent variable of transformational leadership style X2 which is predicted by the dimensions of ideal influence (X2-1), inspirational motivation (X2-2), intellectual stimulation (X2-3) and individual considerations (X2-4 ) can be described as follows:



**Figure 1 The magnitude of the influence of the latent variable on the transformational leadership style X2**

The dimensioning model and the figure above can be seen that the dimension with the largest path coefficient (standardized) is the intellectual stimulation dimension (X2-3) of 0.819, with the magnitude of the influence in predicting the transformational leadership variable X2 is 81.9%, and the dimensioning error is 18.1 %. Meanwhile, the one with the smallest path coefficient is the dimension of individual consideration (X2-4) which is 0.021, so that the magnitude of the influence in predicting the X2 transformational leadership variable is 2.1%, the remaining 97.9% is a dimensioning error. The results of the path coefficient analysis of the confirmatory factor analysis (CFA) model show a significant effect, as shown in table 4.33 above the Tcount (CR/critical ratio) values are all above the required critical value, namely CR 2. So it can be concluded that the leadership variable transformational variables can be used to predict organizational performance.

Transformational leadership style that is able to elaborate on dimensions such as Idealized influence (ideal influence), Inspirational motivation (inspiring motivation), Inspirational motivation (inspirational motivation), and Individualized consideration (individual considerations) on organizational performance. Likewise, the transformational leadership style on organizational performance at the Bandung City Youth and Sports Office has shown results according to organizational goals in order to develop organizational performance and existing resources. This can be seen from the research statistics which reflect that of the four dimensions such as Idealized influence with a score of (7.73%), Inspirational motivation (inspirational motivation) (7.55%), Inspirational motivation (inspirational motivation) (8, 19%), and Individualized consideration (2.1%). The results of the descriptive statistical test show that the transformational leadership style at the Bandung City Youth and Sports Office has a significant influence on organizational performance. It is known from the results of descriptive analysis that the transformational leadership style in the Bandung City Youth and Sports Office has been going well (Achmad, 2015).

The results of the descriptive analysis of the Influence of Transformational Leadership Style on Organizational Performance of the Bandung City Youth and Sports Office, on the Idealized influence dimension with a score (7.73%) categorized as moderate, it can be concluded that the idealized influence attitude towards the organization has led to an idealism that is not only as a way, but also able to convince all employees, that what he aspires to is definitely achieved. Whether we realize it or not, a transformational leader is able to "bewitch" organizational components to react to their leadership. Concretely, it is an influencing process which is shown through an attitude of understanding the vision and mission of the organization, having a strong stance as a characteristic

of the leader, and other aspects also having commitment and consistency to the decisions that have been taken, and always respecting every component in the organization.

Commitment to the organization for a leader is a condition that causes a person to take sides with the organization and the goals of the organization and intends to maintain the organization. However, commitment is a word that is easy to say to become a discourse, but in fact it is often difficult to implement as a psychomotor aspect of organizational components. This is where a transformational leader is needed to standardize the commitment of organizational components as a benchmark or parameter. The medium for measuring the level of commitment that an organization has is the extent to which the capacity of organizational components is ready to suffer, ready to struggle, and ready to sacrifice to ensure the organization's vision and mission are realized (Greenley et al., 2004).

This principle will imply that if there is a leader or organizational component who uses the organization or sacrifices the organization for his personal interests, then he is a leader or organizational component who does not have organizational commitment. Conversely, if there is a leader or organizational component who sacrifices all of his potential for the benefit of the organization, then he is a person who has a high commitment to the organization. One of the successful leadership can be seen from the concepts developed, such as giving full attention to the career development needs of employees. That is, organizational performance is much influenced by the attitude of the leader in his leadership. The results of the analysis state that transformational leadership with individualized consideration dimensions has a positive and significant influence on organizational performance. Based on the results of the analysis, it can be concluded that the transformational leadership style with individualized consideration dimensions at the Bandung City Youth and Sports Office has an influence on increasing organizational performance (IDZHAR, 2019).

### **The Simultaneous Effect of Democratic Leadership Style and Transformational Leadership Style on Organizational Performance of the Bandung City Youth and Sports Service**

Simultaneously using the F test statistic shows that there is a simultaneous or simultaneous influence of Democratic Leadership Style and Transformational Leadership Style on Organizational Performance of the Youth and Sports Office of Bandung City by 62.4%. Thus, all research hypotheses stating that the Democratic Leadership Style and Transformational Leadership Style have an influence on organizational performance at the Bandung City Youth and Sports Office. The researchers said that the influence of other variables not examined (epsilon) in this study which also affected organizational performance outside the democratic leadership style and transformational leadership style was 37%.

The influence of democratic leadership style and transformational leadership style on the performance of the Bandung City Youth and Sports Office can be said to be very large, which is evident from the large correlation between democratic leadership and transformational leadership on organizational performance which shows a value ranging from 0.8 to 1. If the results are described The findings show that an employee with good democratic and transformational leadership and has high motivation will make a positive contribution to his performance value, but if one or even both of these factors are negative, it will affect the performance value of a person and even his organization (Hopkins & Hopkins, 2017).

In the implementation of democratic leadership and transformation, problems often arise between *das sollen* and *das sein*, between what is idealized (supposedly) and the reality on the ground. This issue needs to be made efforts so that in its implementation it is back in harmony and balance. The necessary conditions for democratic leadership are the freedom to form and participate in organizations, expression, voting rights, eligibility to hold public office, the right of leaders to compete in a healthy manner, the availability of alternative sources of information, and institutions to make government policies and other political expressions. . That is, a democratic leader is a leader who has a leadership style in which the leader of an organization or group accepts opinions or suggestions from each of its members to determine a joint decision within the organization in order to achieve a goal (Syafiie, 2003).

Based on the analysis of democratic and transformational leadership that occurred at the Bandung City Youth and Sports Office, leaders in this service still lack a direct approach and motivate their employees for organizational progress and goals. That is why, it is necessary to move employees to work optimally. For example, if employees experience difficulties and obstacles in carrying out their duties, they must be willing to go directly to provide encouragement and direction to their subordinates in order to overcome and resolve problems that occur.

Any organization can not be separated from the role of the leader. A leader is in charge of running the organization's wheels to realize the goals that have been set. A good leader not only manages and always orders his subordinates, but can also communicate well with his subordinates and instill values in his subordinates. A leader cannot work alone without the help of a team. A leader needs a way how to move subordinates in work so that organizational goals can be carried out properly. The way to move and motivate subordinates by each leader is different. This could be influenced by the personal characteristics of democratic and transformational leaders. Likewise, the democratic leadership and transformation that occurred at the Bandung City Youth and Sports Office, in achieving the organization's goals have been going well. The art of influencing and

directing people by means of obedience, trust, respect, and passionate cooperation in achieving common goals, as the results achieved by organizations today (Sari, 2017).

Leaders are very instrumental in efforts to advance an organization. Therefore, it is not an exaggeration to say that the leader is a very important component in an organization. The success or failure of an organization is largely determined by leadership. The leader is a position with high potential and as the heart of an organization, therefore the leader is responsible for the success and failure of the organization's implementation. The definition of a democratic and transformational leader is a leader who has the power to influence others in a certain way, feels trusted, valued, loyal and motivated to improve work or do something better as expected.

Any organization can not be separated from the role of the leader. A leader is in charge of running the organization's wheels to realize the goals that have been set. A good leader not only manages and always orders his subordinates, but can also communicate well with his subordinates and instill values in his subordinates. A leader cannot work alone without the help of a team. A leader needs a way how to move subordinates in work so that organizational goals can be carried out properly. The way to move and motivate subordinates by each leader is different. This could be influenced by the personal characteristics of democratic and transformational leaders. Likewise with democratic leadership and transformation at the Bandung City Youth and Sports Office, in achieving organizational goals and has proven to be running well. The art of influencing and directing people by means of obedience, trust, respect, and passionate cooperation in achieving a common goal. The ability to influence, inspire and direct the actions of a person or group to achieve the expected goals, as the results achieved by the organization are currently in accordance with the goals that have been set, and the results achieved by the organization are currently in accordance with the goals that have been set. Thus a leader can emerge from within the organization or because it is formally required (PRATIWI, 2018).

Leaders and leadership are something that cannot be separated because they are a unity. Leaders should have a leadership spirit. The spirit of leadership is formed from a process from time to time until eventually leadership characteristics will be formed. Leaders are basically people who are able to mobilize resources to work together in order to achieve organizational goals. Likewise, the influence of the Democratic Leadership Style and Transformational Leadership Style on the Organizational Performance of the Bandung City Youth and Sports Service has been going very well. In addition, democratic and transformational leadership has been able to develop strategies so that they can achieve organizational goals efficiently, and utilize resources optimally in achieving organizational performance goals (Nugroho, 2008).

**Table 1 Summary of Testing the Dimensional Model of the Effect of Democratic Leadership Style and Transformational Leadership Style on Organizational Performance**

Dimensioning Model		Factor Weight Coefficient	Standard Error	t value	Test Results (t0.05 = 1.065)	Construct Reliability (R <sup>2</sup> )
Latent Variable	Manifest Variable					
Democratic leadership style	Delegation of responsibilities	0,861	0,509	1.692	Significant	0.741
	Activity	0,804	0,594	1.354	Significant	0.646
	Decision-making	0,758	0,652	1.163	Significant	0.575
	Empathy	0,668	0,745	0.897	Non Significant	0.446
Transformational Leadership Style	idealized influence	0,879	0,476	1.847	Significant	0.773
	inspirational motivation	0,869	0,496	1.752	Significant	0.755
	intellectual stimulation	0,905	0,426	2.124	Significant	0.819
	individualized consideration	0,146	0,989	0.148	Non Significant	0.021
Organizational performance	Effectiveness achievement of objectives organization	0,860	0,511	1.683	Significant	0.740
	Efficiency achievement of objectives organization	0,570	0,822	0.693	Non Significant	0.325

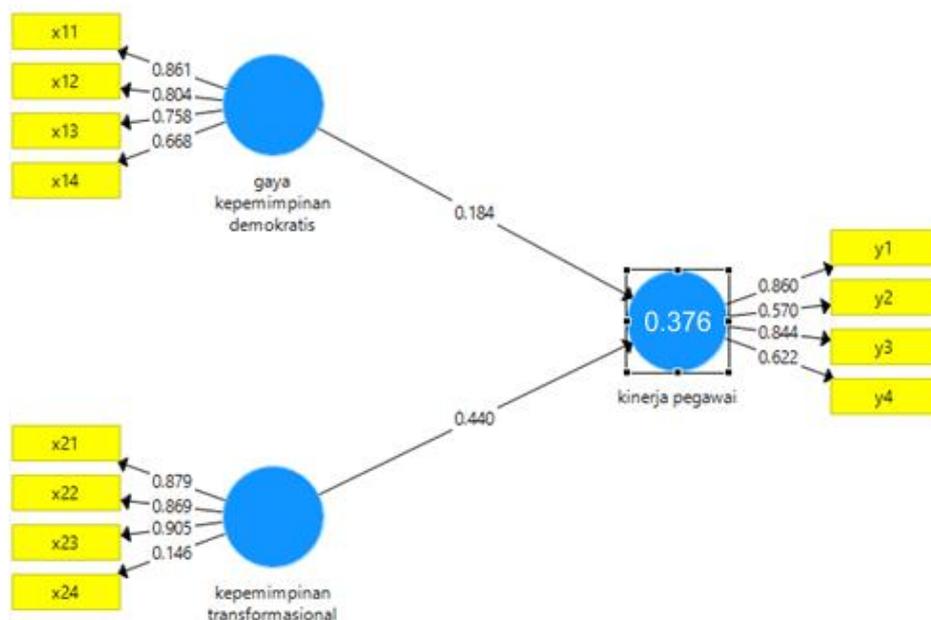
Dimensioning Model		Factor Weight Coefficient	Standard Error	t value	Test Results (t0.05 = 1.065)	Construct Reliability (R <sup>2</sup> )
Latent Variable	Manifest Variable					
	Ability Adaptability organization	0,844	0,536	1.575	Significant	0.712
	Accountability	0,622	0,783	0.794	Non Significant	0.387

Source: Data Analysis Results, 2021

Based on the table above, it can be concluded that the factor weight coefficient (Standardized) Dimensioning Model in this study, has a significant path and there are several non-significant dimensions, meaning that not all manifest variables can explain each latent variable well. Meanwhile, simultaneously the Democratic Leadership Style and Transformational Leadership Style Against the Performance of the Bandung City Youth and Sports Service, one of the organizational performance is supported by the leadership's commitment in fulfilling quality managerial accountability, so that organizational goals can be achieved properly. The results of data analysis have provided an overview of the accountability carried out by democratic and transformational leadership related to accountability which has a positive influence on organizational performance at the Bandung City Youth and Sports Office.

**The Influence of Democratic Leadership Style (X1) and Transformational Leadership Style (X2) on Organizational Performance (Y)**

The main structure that is seen is how much influence the variables of democratic leadership style and transformational leadership have on employee performance variables. The analytical method used in the discussion of the hypothesis is the Structural Equation Model (SEM). The results of the Structural Equation Model (SEM) in the path coefficient structure can be seen in the following figure:



**Figure 2 Complete SEM Diagram**

Based on the Complete SEM diagram, the magnitude of the path coefficient of Democratic leadership style (X1) and transformational leadership style (X2) on organizational performance (Y) can be written as a structural equation, namely:

$$Y = 0,184X_1 + 0,440 X_2 + \epsilon$$

where :

X1 = Democratic leadership style

X2 = Transformational Leadership Style

Y = Organizational performance

= Epsilon

Based on the structural model, it can be seen that the path coefficient of the exogenous latent variable to the endogenous latent variable is positive. Positive coefficients indicate that democratic leadership style variables will partially improve employee performance. In the structural

model of employee performance, if the democratic leadership style increases by one unit, it will increase employee performance by 0.184 units. Likewise, the transformational leadership style will increase organizational performance by 0.440 units.

#### **D. CONCLUSION**

Partially, democratic leadership style has little effect compared to transformational leadership style on organizational performance at the Bandung City Youth and Sports Office. This means that the democratic leadership style is less dominant and less decisive in influencing organizational performance than the transformational leadership style at the Bandung City Youth and Sports Office. The dimensions of the democratic leadership style that give the greatest to the smallest influence sequentially on organizational performance are the delegation of responsibility, wisdom, decision making and empathy. This study also found that there are other variables outside the democratic leadership style and transformational leadership style that also influence organizational performance at the Bandung City Youth and Sports Office, including the initiative and cooperation variables. Based on several weaknesses of the theory about democratic leadership styles and transformational leadership styles, to make organizational performance at the Bandung City Youth and Sports Office effective, the researchers found a novelty, namely the initiative from the democratic leadership style, while the collaboration from the transformational leadership style. This novelty is the attitude of researchers towards research conducted by researchers related to the influence of democratic leadership styles and transformational leadership styles on organizational performance at the Bandung City Youth and Sports Office.

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