



Analysis of Village Head Leadership Styles (Case Study in Hegarmanah Village, Jatinangor District, Sumedang Regency)

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Abstract. The leadership style of a village head certainly influences the running of the government in a village. Therefore, analyzing the village head's leadership style is essential to determine the direction of village development for the community's welfare. This research, conducted in Hegarmanah Village, Jatinangor District, Sumedang Regency, West Java Province, used a qualitative approach with interviews, observations, and literature studies as data collection techniques. Results show that the Hegarmanah Village Head employs a participatory democratic leadership style, as seen in two-way communication and community involvement in decision-making. Since this study focuses solely on the Hegarmanah Village Head's leadership, future research can further explore different leadership styles through comparative studies with other village heads.

Keywords: village head, leadership styles, Hegarmanah village

INTRODUCTION

Hegarmanah Village is one of the villages located in Jatinangor District, Sumedang Regency, West Java. Based on Sumedang Regency Regent Regulation No. 336/2022, it is written that "The boundaries of Hegarmanah Village, Jatinangor District are as follows: a. North bordering Cileles Village, Jatinangor District, Kutamandiri Village and Cinanjung Village, Tanjungsari District; b. East bordering Jatiroke Village, Jatinangor District; c. South bordering Jatimukti Village, and Mekargalih Village, Jatinangor District; and d. West bordering Cikeruh Village, Jatinangor District." Its location in the heart of Jatinangor District and adjacent to educational areas such as Universitas Padjadjaran (Unpad), Institut Teknologi

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Bandung (ITB), Institut Pemerintahan Dalam Negeri (IPDN), and the Institut Manajemen Koperasi Indonesia (Ikopin), which has now been transformed into the Universitas Koperasi Indonesia, has made the community in Hegarmanah Village increasingly heterogeneous. The socio-cultural heterogeneity in Hegarmanah Village certainly influences the implementation of government activities, development, and community.

Table 1. Number and Percentage of Population in Sumedang Regency in 2020

Region	Total Population	Percentage of Population
CIPACING	15642	1,36%
SAYANG	9145	0,79%
MEKARGALIH	6523	0,57%
CINTA MULYA	7563	0,66%
CISEMPUR	8186	0,71%
JATIMUKTI	5567	0,48%
JATIROKE	6170	0,54%
HEGARMANAH	9904	0,86%
CIKERUH	8815	0,76%
CIBEUSI	9095	0,79%
CILELES	6185	0,54%
CILAYUNG	5239	0,45%

Source: BPS Sumedang Regency (2025)

Based on Table 1. Population and Percentage in Sumedang Regency in 2020, it can be seen that Hegarmanah Village ranks second with a total population of 9,904 people, after Cipacing Village with a population of 15,642 people. The increase in the number of people living in Hegarmanah Village is due to its role as an educational area, so the increase in the number of students also influences the increase in the number of residents. Seeing this phenomenon, many parties are interested in developing businesses, both in the trade sector, such as food and beverages, or the service sector, such as lodging. While bringing positive impacts by opening up many business opportunities, population growth certainly also has negative impacts. Christiani et al. in Sabiq and Nurwati (2021) stated that increasing population density can cause many social problems, such as poverty, decreasing employment

opportunities, and even crime. Therefore, the involvement of the village head is necessary in every decision-making process.

The village head has duties and responsibilities in implementing public services and is key to the success of all development programs (Putri et al., 2022). This is reflected in how the village government provides excellent service to the community and increases village competitiveness, so that all village authorities can be implemented effectively. The village head's leadership style can influence the running of the government, including in the Hegarmanah Village Government. The village head plays a crucial role in village governance, given that the leader is the center of management, while the management is the center of an organization (Santhi et al., 2024).

Many studies have discussed the leadership style of a village head. Putri et al. (2022) studied the leadership style of the Sungai Kedukan Village Head, Santhi et al. (2024) discussed the leadership style of the Lendang Nangka Village Head, Masbagik District, East Lombok Regency, and Andika et al. (2021) conducted research in Gedung Wani Village, Marga Tiga District, East Lampung Regency. Based on the pilot study that has been conducted, there is still not much research discussing the leadership style of the Hegarmanah Village Head. Therefore, this study was conducted with the aim of identifying and analyzing the leadership style of the Hegarmanah Village Head. This research is useful in determining the most effective leadership approach in the local context, as future directions for subsequent research, and encouraging the development of village head leadership. The limitation of this study lies in its focus, which only analyzes the leadership style of the Hegarmanah Village Head, so further research is needed to improve the research results.

LITERATURE REVIEW

Leadership Style

Pamudji, in Hasnawati et al. (2021), states that leadership is the art of aligning the thinking of each member to achieve organizational goals. Leadership style is defined as a leader's efforts to influence subordinates through behavior and personality. Mulyadi and Winarso (2020), in their Introduction to Management, explain that there are at least four types of leadership styles, including:

1. Autocratic Leadership Style

Someone with an autocratic leadership style holds dominant, absolute power in decision-making and action, often preventing subordinates from providing input or correction. Military organizations exemplify this style due to the firm division of power between superiors and subordinates. According to Hadari Nawawi in Wahyuni et al. (2022), leaders with an authoritarian leadership style generally have several key characteristics, including: an authoritarian leader will view an organization as belonging to a private individual, and their personal goals will become intertwined with those of the organization. Subordinates are regarded as mere tools by those with an autocratic style, who neither provide space nor accept input from them. Relying on the power they hold, autocratic leaders take a coercive approach and impose punishments on subordinates who make mistakes.

2. Bureaucratic Leadership Style

Bureaucratic leadership styles are generally found in government agencies and large companies, and they often have a strong culture. Individuals with a bureaucratic leadership style typically organize various matters systematically and orderly. Organizations where bureaucratic leadership styles are practiced have rules that subordinates must follow. Mattayang (2019), in his book *Leadership Types and Styles: A Theoretical Review*, argues that there are several characteristics of a leader with a bureaucratic leadership style, including:

- Leaders with a bureaucratic leadership style can make all work-related decisions, and subordinates are instructed to comply.
- Bureaucratic leaders also set standards for their subordinates' performance.
- If subordinates fail to perform their duties according to the standards set by the leader, sanctions will be imposed.

3. Participative Leadership Style

A participatory leader enables subordinates to engage in decision-making and activities. Subordinates' input is valued, especially when it offers new insights aligned with organizational goals. The leader-subordinate relationship is warm and non-authoritarian. Raja Bambang, as cited in Wahyuni (2019), states that participatory leaders have these main characteristics: In the decision-making process, leaders negotiate with relevant parties. In this context, leaders with a

participative style give subordinates reasonable authority, rights, and responsibilities in completing tasks and implementing their own work methods. Furthermore, when assessing subordinates, participative leaders look at facts and data to create rational assessments. Importantly, participative leaders also provide space for subordinates to express opinions that align with organizational goals. Finally, supervision carried out by leaders with a participative leadership style is not rigid.

4. Delegative Leadership Style

Delegative leadership style is a leadership style that provides space for subordinates. Delegative leadership style is a leadership style that provides space for competent subordinates to do work that at a certain time cannot be carried out by a leader for various reasons (Prasetya et al., 2017). In this leadership style, subordinates have room to maneuver so that they can make their own decisions according to their beliefs. Delegative leadership style is only intended for subordinates who are capable and mature in decision-making because they play an important role in an organization. If the decision taken by a subordinate is wrong, it will also impact the organization. According to Thoha in Prasetya, et al. (2017), someone who has a delegative leadership style is characterized by rarely giving direction to subordinates, subordinates are given authority in decision-making, and subordinates are asked to be able to solve their problems independently.

RESEARCH METHODS

Sugiono, in Ramadhan (2024), stated that a research method is a scientific procedure aimed at obtaining specific data. This study employed qualitative methods. This is because qualitative research can be used to obtain in-depth and meaningful information. Qualitative research methods also focus on the real-world conditions of an event and utilize descriptive data, allowing researchers to obtain detailed facts (Raco in Ramadhan and Adinda, 2023). The subject of this study was the Head of Hegarmanah Village, with the object of research being the village head's leadership style in decision-making.

This research was conducted in Hegarmanah Village, Jatinangor District, Sumedang Regency, West Java Province. Primary data were obtained from interviews with the Hegarmanah Village Head and observations, while secondary data were obtained from literature studies. Once sufficient data were collected, the study proceeded with data analysis through data reduction, data presentation, and conclusion drawing.

RESULTS AND DISCUSSIONS

Vision and Mission of the Head of Hegarmanah Village

According to Anisa and Rahmatullah (2020), a vision is a statement describing the desired future state of an institution. A mission provides an explanation that supports the realization of this vision. The formulation and establishment of a vision and mission naturally also have goals to be achieved. In the context of village leadership, a village head possesses a vision, mission, and goals. This understanding is reflected in Figure 1, which outlines the Vision and Mission of the Head of Hegarmanah Village for the 2021–2027 Period.



Source: Hegarmanah Village Government (2025)

Figure 1. Vision and Mission of the Head of Hegarmanah Village for the 2021–2027 Period

Leadership Style of the Head of Hegarmanah Village

In carrying out his duties and responsibilities as Village Head in Hegarmanah Village, the Village Head of Hegarmanah implements a leadership concept based on a participatory democratic leadership style and type. Rachmadani and Manafe (2023) state that democratic leadership is a leadership style that involves team members taking an active role in making collective decisions. This opinion is in line with the opinion of Mirsa et al. (2024), who stated that someone with a democratic leadership style has non-absolute authority, namely, the leader is ready to share some of their authority with subordinates. This causes all policies and decisions to be made and decided together through two-way communication, non-intimidating supervision, and leaders who trust and respect each other.

The Village Head of Hegarmanah is able to create a family-like atmosphere while working with other employees. This is evidenced by how he fosters the mindset that a village head is not a ruler but rather someone entrusted with the task and responsibility of maximizing the potential of his region and empowering the village community. Two-way communication between the village head and other employees is also harmonious. If an employee is unsure about something, the Village Head of Hegarmanah can assist by providing instructions and understanding. This family-like approach undoubtedly has a positive impact on creating a supportive and respectful work environment.

A family-oriented approach can also foster positive communication between the village head and staff, or between the village head and the community. This is evident in the decision-making process in Hegarmanah Village. All decisions concerning community welfare are made through deliberation. This opportunity can increase community participation in the decision-making process, which impacts the direction of village development. This can create policies that represent the lives of many people and align with shared goals. Therefore, the Hegarmanah Village Head can be concluded as possessing a participatory democratic leadership style due to his ability to create a space for two-way discussions between the village head and staff, or the village head and the community. Furthermore, community involvement in decision-making also fosters a democratic atmosphere in Hegarmanah Village, ensuring that decisions do not solely benefit certain groups.

Regarding conflict management in Hegarmanah Village, the Village Head prioritizes experience and empathy for the community, recognizing the differences in community thinking. Active community participation is evidence of the potential for democratic leadership. The communication between the village head and the community reflects a harmonious atmosphere. The leadership's approach, which treats the community like family, creates an environment where everyone feels comfortable and at ease in communicating. This sense of family creates space for openness and mutual understanding, fostering more effective collaboration.

When conflict arises, the village head must possess sharp communication skills. In this regard, the Village Head of Hegarmanah is able to clearly communicate his true intentions and goals so that conflict can be effectively mitigated. A more in-depth approach is used to ensure that both parties involved are open about their desires and expectations. Furthermore, he ensures that the community's aspirations and needs are heard by actively involving them in development planning.

CONCLUSIONS

Based on the research results, it can be concluded that the Hegarmanah Village Head has a participatory democratic leadership style. This is evidenced by the two-way communication between the village head and employees and the village head with the community. Furthermore, there is active community participation in the decision-making process in Hegarmanah Village. This research is limited to analyzing the Hegarmanah Village Head's leadership style only. Therefore, future research can conduct comparative studies with the leadership styles of other village heads, thus further expanding the research topic.

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