

Type of the Paper (Article)

The Impact of Participatory and Familial Leadership on Employee Performance in Religious Service Organizations

M. Shonhaji¹, Adityo Nugroho² and Herdian Farisi^{3*}^{1,2,3} Faculty of social economics and humanities, Universitas Nahdlatul Ulama Purwokerto*Correspondence: herdianfarisi@gmail.com

Abstract: This study analyzes the leadership style of the Head of the Religious Affairs Office (KUA) in Bukateja District, Purbalingga, and its impact on employee performance. Using a descriptive qualitative method, data were collected through in-depth interviews, observations, and document reviews. The results showed that the Head of KUA used a participatory and familial leadership style. Decision making was carried out through consensus, and assignments were based on employee competence. Feedback was provided through periodic evaluations, and reprimands were given privately to maintain harmonious working relationships. Although there were no material rewards, employees showed high dedication, driven by a supportive work environment and empathetic leadership. This study underlines the effectiveness of inclusive leadership in encouraging optimal performance in faith-based organizations. This study recommends the implementation of non-material rewards and additional leadership training to improve employee motivation. Further research in similar institutions is recommended to explore variations in leadership styles.

Keywords: Employee performance; Familial approach; KUA; leadership style; participation.

Citation: Sonhaji, M., Mugroho, A., Farisi, H. (2024). The Impact of Participatory and Familial Leadership on Employee Performance in Religious Service Organization. *Journal of Economic and Business Analysis (JEBA)*, 2(2), 21- 27.

Received: 10th August 2024Revised: 10th November 2024Accepted: 30th November 2024Published: 02nd December 2024

Copyright: © 2023 by the authors. Submitted for possible open access publication under the terms and conditions of the Creative Commons Attribution (CC BY) license (<https://creativecommons.org/licenses/by/4.0/>).

1. Introduction

Public organizations play an important role in providing services to the community, including religious institutions such as the Office of Religious Affairs (KUA). As an institution responsible for administrative and religious services, KUAs face great challenges in managing human resources (HR). Employee performance at KUA is one of the main determinants of organizational success in achieving its strategic goals. However, the performance improvement is strongly influenced by the leadership style applied by the head of the organization.

Several studies support this, showing that transformational leadership has four main elements that motivate employees: charisma, inspiration, intellectual stimulation, and attention to individual needs (Susilo, 2018). The implementation of this leadership style can strengthen the psychological condition of employees, which leads to increased motivation (Susilo, 2018). Other studies show that transformational leadership has a positive impact on organizational performance in religious-based educational institutions, especially in terms of work motivation and employee performance achievement (Waithira Karuga et al., 2024).

In the public sector, including in religious-based organizations such as the Office of Religious Affairs (KUA), although its application has not been widely studied, transformational leadership can potentially increase the effectiveness and efficiency of the services provided (Munro-knight, 2018).

KUA, as a religious service institution, has its own complexities involving moral, social, and cultural values. The head of the KUA not only acts as an administrative leader, but also as a moral authority figure who must be able to manage the dynamics of relationships between employees and maintain public trust. In this context, transformational leadership style can be the key to improving employee performance through strengthening internal motivation, creating a conducive work environment, and promoting commitment to the organization's vision.

Previous research shows various relationships between leadership and employee performance. The results of data analysis show that participative leadership style, job satisfaction, and work motivation separately have a significant influence on employee performance (Setiawan, 2017). Insani et al., (2023) noted that KUA heads who supported employees' needs through effective communication succeeded in increasing work productivity. Meanwhile, Sharip et al., (2023) identified that religious values-based leadership had a positive impact on employees' internal motivation, which then improved organizational performance. However, research related to the application of transformational leadership in KUAs is still limited, particularly in understanding how the complexity of religious and social values influences this leadership approach.

This study aims to explore how the transformational leadership style applied by the Head of KUA in Bukateja Sub-district, Purbalingga, affects employee performance. This research not only provides theoretical contributions but also offers practical guidance for leaders in other religious institutions.

2. Results

This section may be divided by subheadings. It should provide a concise and precise description of the experimental results, their interpretation, as well as the experimental conclusions that can be drawn.

Table 1. Questionnaire answers from respondents

Respondents Answers about	Answer Relating to:	Answer Relation to:
	A. Leadership Style from questions 1 to 6 Answers about	B. Employee Performance from questions 1 to 3
Mr MF	1. Done through deliberation in a meeting forum 2. Receive reprimands and directions 3. Adjusted to the strength of the employee 4. Reprimand in a family manner, face to face, not in public 5. There is 6. Remind with an oath and promise of employees and also advise	1. If there is no reward in the form of objects or money, then the sanctions are also the same. 2. Employees understand their duties very well 3. Carried out with full responsibility and always report to superiors if the task has been completed.
Mr MK	1. Done through deliberation 2. Receive reprimands and directions 3. Adjusted to employee capabilities 4. Reprimands in a family manner 5. There are 6. Remind employees of promises and also provide advice	1. None, also for sanctions. 2. Employees understand their duties. 3. Carried out with full responsibility and reported to superiors when the task is completed.
Mr KPL	1. Done by consensus in a meeting forum 2. Receive reprimands, advice and direction 3. Adjusted to the competence and field of knowledge of the employee 4. Reprimand in a good way, in a family way, not in public 5. There is 6. Remind employees with an oath and promise to be loyal and also	1. If there is no reward in the form of objects or money, then the sanctions are also the same. 2. Employees understand their duties and are competent. 3. Carry out their duties with full responsibility and always report to their superiors after the task is completed.

	give advice for the sake of office work effectiveness	
Mrs UF	1. By deliberation in a meeting forum 2. Receive warnings and directions 3. According to the employee's field and competency 4. Reprimanded, reminded in a friendly manner 5. Yes 6. Remind employees of their oaths and promises and also provide advice	1. There are no rewards in the form of objects or money, nor are there sanctions. 2. Employees really understand their duties and responsibilities 3. With full responsibility and always reporting to superiors when the task has been completed.

Interpretation of Results

The interview results show that the Head of KUA Bukateja District uses a leadership approach that emphasizes participation and family relationships. Important decisions are taken through a deliberation mechanism, thus providing space for employees to express their views. This allows for active involvement from all members of the organization, which has an impact on a sense of ownership of the tasks being carried out.

The tasks given to employees are adjusted to their competencies, so that each individual works in a field that suits their expertise. Reprimands are given personally in a polite manner and not in public, and maintain honor and mutual respect in the work environment. This step shows an empathetic approach and effective communication from the Head of KUA.

On the other hand, even though there is no material reward system, employees still show high dedication in carrying out their duties. Understanding of responsibilities and reporting work results periodically is an indication of stable performance. This highlights the importance of a conducive work environment and harmonious relationships between leaders and staff as the main drivers of organizational performance.

Regular work evaluations are an important tool for providing constructive feedback to employees. This evaluation helps identify strengths and weaknesses, encourages self-development, and ensures that employees remain aligned with organizational goals. Thus, this approach supports the creation of a positive and productive work culture, even without material incentives.

3. Discussion

Leadership that Forms Collaboration and Performance Effectiveness

This study confirms that the leadership style at the KUA of Bukateja District is based on the principles of participatory and familial. The Head of KUA acts as a moral and administrative leader, with an approach that reflects the theory of transformational leadership as proposed by Bass and Avolio (1994). Deliberation in the meeting forum creates a forum for sharing ideas and building consensus, which directly increases employees' sense of ownership of the organization's vision.

A human-centered leadership approach, characterized by empathy such as direct reprimand and kinship, has been shown to be highly effective in building trusting relationships and improving organizational performance. This is demonstrated by the Head of KUA who has become a long-term investment for the organization. By building strong trust through empathetic actions, the organization's performance not only improves now but also becomes more sustainable (Alim et al., 2024). This is in line with the findings of Reave (2005) and (Brown & Treviño (2006) which show that the integration of moral and spiritual values in leadership is very important. Leaders who are role models and consistently instill ethical values not only inspire their subordinates but also create a positive and productive work environment.

Hackman & Oldham (1976) research has provided a strong foundation in understanding employee motivation. By analyzing how individual, job, and environmental factors are interrelated, this model provides practical guidance for companies in creating an optimal work environment. This concept is in line with the principle of 'the right person for the right job'. When the tasks given are in accordance with the individual's competencies and interests, as emphasized by Jain and Kaur (2022), employees will feel more motivated and productive. The practice of periodic performance evaluations carried out by the Head of KUA further strengthens this, because these evaluations allow companies to continuously adjust assignments to the development of employee competencies and organizational needs. Task

adjustment is not only important at the beginning of the placement, but is also an ongoing process along with the development of employee careers and organizational dynamics. The role of the hat is crucial in creating a work environment that supports task adjustment. Transformational leadership is able to motivate employees and provide clear direction. The task adjustment process must be carried out fairly and transparently to maintain employee trust and prevent imbalances.

The case study of the KUA of Bukateja District also provides a real example of how the concept of "the right person for the right job" as emphasized by Hasibuan et al. (2022) can be applied in practice. Through a transformational leadership approach that involves active employee participation and delegation of tasks based on competence, the Head of KUA succeeded in creating a positive and productive work environment. As a result, the organization became more efficient, effective, and able to achieve its goals. This study shows that by combining human resource management theory with effective leadership practices, organizations can maximize the potential of their human resources and achieve superior performance.

Impact of Leadership on Employee Performance

Based on the results of the study, employees showed a good understanding of their duties and responsibilities, and carried out their work with full responsibility. Although the organization does not provide a system that is given in the form of material, employee dedication remains high. However, this situation provides an opportunity to increase motivation through non-material approaches, such as providing public recognition and awards. Robbins and Judge (2017) emphasized that non-material rewards, such as recognition of achievement, are an effective strategy in motivating employees, especially in a work environment with limited resources.

Afrianiingsih et al. (2024) findings on the importance of empathy in customer service, together highlight the key role of leadership in creating a positive and productive work environment. This study shows that leaders who are able to build strong interpersonal relationships and demonstrate empathy towards their subordinates can increase employee motivation, dedication, and performance. These findings support the theory of transformational leadership which emphasizes the importance of inspiring and empowering followers. The implications for organizations are clear: effective leaders are those who are able to create a work environment that allows each individual to develop and contribute optimally.

A supportive work environment also plays an important role in ensuring that employees can work without significant disruption, allowing them to focus on their main responsibilities. Investing in creating a supportive work environment not only increases productivity, but is also a long-term investment for the organization. As Lutfiani et al. (2023) and this study suggest, the right environmental design, both in the store and in the workplace, can create a supportive atmosphere for achieving optimal performance. In addition, periodic evaluations provide a strong foundation for employees to identify areas that need improvement and develop their potential. Patton (2015) highlighted that data-based evaluations are an important tool in identifying employee development needs, which also supports strategic decision-making in organizations, especially in the public sector.

Research Novelty Perspective

This study offers a new perspective by outlining the application of transformational leadership in religious institutions such as KUA. The family approach used reflects the uniqueness of the work culture in religious-based public services. Unlike previous studies that focused on the corporate sector, this study reveals how moral values can be combined with modern managerial principles to create a harmonious and productive work atmosphere. As expressed by Bell (2010) transformational leadership not only shapes individuals into leaders but also provides meaning in their services so that they can produce significant changes in the organization. This is in accordance with the findings that leaders in KUA rely on moral values and a family approach to build a shared commitment to the organization's vision.

The deliberation strategy applied is the key to creating understanding in the decision-making process. These results are in line with research by Insani et al. (2023) which states that a morality-based leadership style can increase employee motivation and performance. The family approach applied in this context strengthens the relationship between leaders and staff, increases trust, and strengthens commitment to organizational goals. In line with Bell (2010) view, this relationship helps individuals find deeper meaning in their tasks, which ultimately drives significant organizational transformation.

In addition, this study emphasizes the importance of matching tasks to individual skills as a strategic step in human resource management. This finding is relevant to Jain and Kaur's (2022) research, which shows that matching tasks based on individual competencies can increase efficiency and job satisfaction. This study also underlines the importance of periodic evaluation as a mechanism to ensure continuous performance improvement in faith-based organizations.

This view supports Bell (2010) idea that transformational leadership not only encourages individual development but also supports organizational progress through a meaningful and valuable approach.

Practical and Academic Implications

The results of this study provide practical implications for leaders in the faith-based public service sector. The Head of KUA can consider implementing a non-material reward strategy to increase employee motivation. In addition, further training on transformational leadership can help leaders optimize relationships with employees. From an academic perspective, this study fills the literature gap by exploring the application of transformational leadership in the context of religious institutions, which contributes to management studies in the public sector.

4. Materials and Methods

This research uses a descriptive qualitative approach that aims to describe and understand phenomena in depth related to the leadership style of the Head of the KUA in Bukateja District and its influence on employee performance. This approach allows for a more detailed exploration of the social and cultural context in which the research is conducted (Sugiyono, 2018).

Location and Time of Research

Location: The research was conducted at the Religious Affairs Office (KUA) of Bukateja District, Purbalingga Regency. Time: Data collection was carried out from October to December 2024.

Data Sources

Primary Data: Data were obtained directly from in-depth interviews with the Head of the KUA and staff, as well as direct observation at the research location.

Secondary Data: Data in the form of official documents, performance reports, and archives relevant to the research topic.

Data Collection Technique

In-depth Interview: Researchers conducted semi-structured interviews with key informants, namely the Head of the KUA and staff. This technique was used to explore in-depth information about leadership style and its impact on performance (Moleong, 2006).

Participatory Observation: The researcher directly observed the daily activities at the KUA office to gain a deeper understanding of the work dynamics there.

Documentation: Additional data were obtained from written documents, such as annual reports and administrative records (Arikunto, 2006).

Data Analysis Technique

Data analysis was conducted using the Miles and Huberman (1994) interactive model, which consists of three main stages:

Data Reduction: Data that have been collected are summarized, important parts are selected, and arranged systematically according to the focus of the research.

Data Presentation: Data is presented in the form of tables, diagrams, or narratives to make it easier for researchers to understand the findings.

Conclusion Drawing and Verification: Researchers draw conclusions based on the data that has been analyzed and verify it by double-checking to ensure validity.

Data Validity and Reliability

Data validity was ensured through method triangulation, which compares the results of interviews, observations, and documentation to ensure data consistency and accuracy. In addition, discussions with peers were conducted to obtain additional input and avoid subjectivity bias.

Research Instruments

The researcher acted as the main instrument in this study, supported by interview guidelines and field notes designed to guide the data collection process.

Ask style questions regarding the KUA head's leadership in enhancing worker performance in the Bukateja subdistrict.

Gary Yulk (2010)

A. Style of Leadership.

1. How is a decision made by the KUA head?
2. How does KUA's leader deal with staff members who commit errors?
3. How does the KUA head assign work to staff members?
4. How does the head of KUA discipline you if you don't do your obligations correctly or on time?
5. Does your work get evaluated each month?
6. How does the KUA head motivate you to put in more effort and improve your performance?

B. Performance of Employees

1. Do any employees earn recognition or sanctions?
2. How do workers comprehend their
3. How do employees carry out tasks given by the head of KUA

5. Conclusions

This study concludes that the Head of KUA Bukateja District applies a leadership style based on participation and family relationships. The decision-making process is carried out through deliberation involving employees, so that a sense of ownership of the tasks they carry is created. Reprimands are given personally with an empathetic approach, and a positive working relationship is established between leaders and subordinates.

Employees demonstrate good performance, with a deep understanding of their main tasks. Periodic work evaluations are an important means of providing constructive input and supporting performance improvement. Although there is no material reward system, harmonious working relationships and a conducive environment are the main factors that motivate employees to remain dedicated.

To increase employee motivation, the Head of KUA is advised to provide non-material awards such as award certificates or formal recognition in the work environment. In addition, additional training that focuses on developing transformational leadership can help strengthen the effectiveness of leaders in managing the organization. Work facilities should also be improved to support more efficient and productive performance. Further research can be conducted in different locations to identify varying leadership patterns in different types of faith-based organizations.

References

1. Afrianingsih, F., Farisi, H., & Safitri, A. (2024). Pengaruh Kualitas Pelayanan Jasa Driver GrabFood Terhadap Kepuasan Pelanggan (Studi di Kabupaten Banyumas). 21(2), 195–208.
2. Alim, I. N., Herdian Farisi, & Yuliana, A. (2024). Pengaruh Pemasaran Politik Media Sosial Dan Kualitas Informasi Terhadap Niat Memilih Dengan Kepercayaan Dan Loyalitas Pemilih Sebagai Mediasi. *Jurnal Manajemen & Bisnis Jayakarta*, 6(01), 106–117. <https://doi.org/10.53825/jmbjayakarta.v6i01.277>
3. Arikunto, S. (2006). Prosedur penelitian: Suatu pendekatan praktik. Rineka Cipta.
4. Bass, B. M., & Avolio, B. J. (1994). Improving organizational effectiveness through transformational leadership. SAGE Publications.
5. Bell, S. (2010). Learning, changing, and doing: A model for transformational leadership development in religious and non-profit organizations. *The Journal of Religious Leadership*, 9(1), 93–111. <https://digitalcommons.andrews.edu/christian-ministry-pubs/6/%0Achrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://digitalcommons.andrews.edu/cgi/viewcontent.cgi?article=1005&context=christian-ministry-pubs>
6. Brown, M. E., & Treviño, L. K. (2006). Ethical leadership: A review and future directions. *Leadership Quarterly*, 17(6), 595–616. <https://doi.org/10.1016/j.leaqua.2006.10.004>
7. Hackman, J. R., & Oldham, G. R. (1976). Motivation through the design of work: test of a theory, *Organizational Behaviour and Human Performance*, 16(170), 250–279. http://web.mit.edu/curhan/www/docs/Articles/15341_Readings/Group_Performance/Hackman_et_al_1976_Motivation_thru_the_design_of_work.pdf
8. Hasibuan, R. R., Afifah, H., Purnawati, E., & Farisi, H. (2022). *Manajemen Pemasaran*.
9. Insani, S. M., Zahra, S. A., & Wijayanti, F. (2023). Gaya Kepemimpinan Kepala Kua Dalam Meningkatkan Kinerja Pegawai Di Kantor Urusan Agama Kecamatan Koto Tangah Kota Padang. *Jurnal Socia Logica*, 3(1), 1–7. <http://jurnal.anfa.co.id/index.php/JurnalSocialLogica/article/view/385>
10. Jain, A., & Kaur, G. (2022). Task matching and employee satisfaction: Evidence from service organizations. *Journal of Human Resource Management*, 45(7), 109–121. <https://doi.org/10.1016/j.jhrm.2022.07.003>
11. Lutfiani, I., Farisi, H., & Yuliana, A. (2023). Pengaruh Hedonic Shopping Motivation, Visual Merchandising, dan Store Atmosphere Terhadap Impulse Buying Melalui Positive Emotion Sebagai Variabel Intervening Pada Konsumen Industri Retail Tiongkok di Indonesia. *Jurnal Ekonomi, Manajemen, Bisnis, Dan Sosial (Embiss)*, 4(1), 74–88. <https://doi.org/10.59889/embiss.v4i1.282>
12. Miles, M. B., & Huberman, A. M. (1994). Qualitative data analysis: An expanded sourcebook. SAGE Publications.
13. Moleong, L. J. (2006). Metodologi penelitian kualitatif. Remaja Rosdakarya.
14. Munro-knight, S. M. (2018). *Transformational Leadership Behaviors of Public Sector Leaders in Barbados*. 1–167.
15. Patton, M. Q. (2015). Qualitative research & evaluation methods (4th ed.). SAGE Publications.
16. Reave, L. (2005). Spiritual values and practices related to leadership effectiveness. *Leadership Quarterly*, 16(5), 655–687. <https://doi.org/10.1016/j.leaqua.2005.07.003>
17. Robbins, S. P., & Judge, T. A. (2017). *Organizational behavior* (18th ed.). Pearson.
18. Setiawan, A. (2017). 2. 135983-ID-pengaruh-gaya-kepemimpinan-partisipatif. *Agora*, 5(3), 1–7.
19. Sharip, S. M., Daud, D., Kamdari, N., Ibrahim, S. S., Awang, M., & Ismail, R. (2023). Rahmah among Muslim Leaders: The Case of Waqf Institutions. *Journal of Islamic Thought and Civilization*, 13(2), 242–257. <https://doi.org/10.32350/jitc.132.16>
20. Sugiyono. (2018). Metode penelitian kualitatif untuk pendidikan. Alfabeta.
21. Susilo, D. (2018). Transformational Leadership: a Style of Motivating Employees. *Management and Economics Journal (MEC-J)*, 1, 124. <https://doi.org/10.18860/mec-j.v0i1.5222>
22. Waithira Karuga, E., P Kithae, P., & N Kathula, D. (2024). The Mediating Role of Institutional Culture in Transformational Leadership and Organizational Performance in Faith - Based Higher Education in Kenya. *International Journal of Science and Research (IJSR)*, 13(7), 437–442. <https://doi.org/10.21275/sr24705012006>
23. Yukl, G. (2010). *Leadership in organizations* (7th ed.). Pearson Education.