

Leadership Styles in Bank Indonesia East Java Office: Employee and Institutional Performance during COVID-19

Abstract

This study explores the leadership strategies employed by the Head of Bank Indonesia East Java to sustain institutional and employee performance during the COVID-19 pandemic. The pandemic posed significant challenges, including a lack of employee discipline in adhering to safety protocols and the dual responsibility of protecting employees' health while maintaining productivity to support East Java's economic stability. Using a descriptive qualitative method, the study involved in-depth interviews with the leader and other key credible sources at Bank Indonesia of East Java to gather comprehensive insights. The findings highlight these variables such as adaptability to change, stakeholder relationships, and organizational innovation significantly influenced leadership approaches. However, other factors such as training development and work-life balance remain areas for further exploration. This study reveals that the leader of Bank Indonesia East Java demonstrated various leadership theories in practice. Transformational leadership inspires and motivates employees, fostering a culture of change and active participation. In addition to The Transformational Leadership, the leader combined other leadership styles, such as visionary leadership, promoting hope and collaboration, notably through vaccination initiatives. Transactional leadership provided clear goals and incentives, enhancing employee focus and resilience. Additionally, cultural leadership, emphasizing integrity and innovation, strengthened organizational cohesion through initiatives like the "Bank Indonesia Big Family" program. Thus, the integrated leadership strategies adopted during the pandemic contributed significantly to institutional and employee stability. These findings underscore the critical role of various leadership styles in sustaining institution and employee performance.

Keywords: Adaptability; Covid-19; Innovation; Leadership; Performance.

Abstrak

Penelitian ini mengeksplorasi strategi kepemimpinan yang diterapkan oleh Kepala Bank Indonesia Jawa Timur untuk mempertahankan kinerja institusi dan karyawan selama pandemi COVID-19. Pandemi menghadirkan tantangan signifikan, termasuk kurangnya disiplin karyawan dalam mematuhi protokol kesehatan serta tanggung jawab ganda untuk melindungi kesehatan karyawan sekaligus menjaga produktivitas demi mendukung stabilitas ekonomi Jawa Timur. Dengan menggunakan metode kualitatif deskriptif, penelitian ini melibatkan wawancara mendalam dengan pemimpin dan sumber kredibel lainnya di Bank Indonesia Jawa Timur untuk mendapatkan wawasan yang komprehensif. Hasil penelitian menunjukkan bahwa variabel seperti adaptasi terhadap perubahan, hubungan dengan pemangku kepentingan, dan inovasi organisasi secara signifikan memengaruhi pendekatan kepemimpinan. Namun, faktor lain seperti pengembangan pelatihan dan keseimbangan kerja-hidup masih memerlukan eksplorasi lebih lanjut. Penelitian ini mengungkapkan bahwa Kepala Bank Indonesia Jawa Timur mempraktikkan berbagai teori kepemimpinan. Kepemimpinan transformasional menginspirasi dan memotivasi karyawan, mendorong budaya perubahan dan partisipasi aktif. Selain itu, kepemimpinan visioner mempromosikan harapan dan kolaborasi,



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terutama melalui inisiatif vaksinasi. Kepemimpinan transaksional memberikan tujuan yang jelas dan insentif, meningkatkan fokus dan ketahanan karyawan. Kepemimpinan budaya, yang menekankan integritas dan inovasi, memperkuat kohesi organisasi melalui program seperti "Keluarga Besar Bank Indonesia." Strategi kepemimpinan terpadu ini secara signifikan berkontribusi pada stabilitas institusi dan karyawan selama pandemi. Temuan ini menegaskan peran penting berbagai gaya kepemimpinan dalam menjaga kinerja institusi dan karyawan.

Kata Kunci: Adaptasi; Covid-19; Inovasi; Kepemimpinan; Kinerja.