

The Leadership Role of the Head of Pkbm Merah Putih in Building a Positive Work Culture

Helyna Riskawaty, Etioti Br Purba, Edi Sulistiawan, Aslamiah, Celia Cinantya
Universitas Lambung Mangkurat, Indonesia

*Corresponding Author: riska8282@gmail.com, etiotipurba1984@gmail.com,
edisulistiawan872@gmail.com, aslamiah@ulm.ac.id, celia.cinantya@ulm.ac.id

ABSTRACT

Educational leadership effectiveness is crucial for improving learning quality and teacher performance globally. According to recent educational statistics, effective leadership in non-formal education centers significantly impacts student outcomes and community development, particularly in developing countries where access to quality education remains a challenge. This research aims to analyze the effectiveness of the principal's leadership at PKBM Merah Putih Kotabaru in building a positive work culture and its impact on teacher performance. The objectives are to identify the role of the principal in fostering a positive work culture, the leadership styles applied, and the impact of this culture on teacher performance. A qualitative approach was used, focusing on a case study to deeply explore leadership practices at PKBM Merah Putih Kotabaru. Data were collected through in-depth interviews and observations involving the principal, teaching staff, and students, with analysis conducted using NVivo 14 software. The results indicate that the principal's inclusive leadership style, characterized by appreciation, active listening, a clear vision, and a team development focus, effectively creates a positive work culture. This culture fosters a conducive and motivating work environment. Respondents highlighted the importance of clear communication, open discussions, and continuous development efforts by the principal. The research concludes that effective leadership significantly contributes to building a positive work environment, enhancing teacher performance, and improving the overall quality of education at PKBM Merah Putih Kotabaru.

KEYWORDS *leadership, NVivo, qualitative research, teacher performance, work culture*



This work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International

INTRODUCTION

According to UNESCO (2023), approximately 244 million children and youth worldwide remain out of school, highlighting the critical role of non-formal education institutions in addressing educational gaps (UNESCO, 2023; Boli & Ramirez, 2016). In Indonesia, Community Learning Activity Centers (Pusat Kegiatan Belajar Masyarakat/PKBM) serve over 2.3 million learners annually, making effective leadership in these institutions essential for national educational development (Suryani & Afandi, 2020; Rahmawati et al., 2021). Quality education is highly dependent on the effectiveness of leadership in educational institutions, particularly in non-formal contexts (Leithwood et al., 2020; Day et al., 2016). The leadership style of PKBM heads plays a significant

role in building a positive work culture that influences teacher performance and welfare (Nguyen et al., 2019; Bush & Glover, 2016). Understanding how PKBM heads can lead and manage processes effectively is crucial to create a supportive and productive work environment that enhances learning outcomes (Avolio & Gardner, 2005; Hallinger & Heck, 2016).

This research focuses on the leadership role of the head of *PKBM* in building a positive work culture in *PKBM Merah Putih Kotabaru*. The leadership style applied by the head of *PKBM* can affect the way teachers interact and collaborate in teaching and learning activities (Hamsin et al., 2021). Good leadership creates a supportive work environment where teachers feel motivated and inspired to improve their performance (Sheikh et al., 2022). In the context of *PKBM Merah Putih Kotabaru*, the challenges faced are often related to limited resources and facilities, requiring innovative and adaptive leadership strategies (Guthrie et al., 2024 ; Ramaditya et al., 2022).

The leadership styles to be analyzed include transformational, transactional, charismatic, and situational leadership. The development of a positive work culture will be explored to assess its influence on teacher performance, including aspects of moral support, recognition of achievements, and the creation of a conducive work environment (Supriyanto, 2019; Saputra et al., 2021). [\[A3\]](#) [\[A4\]](#)

Previous research underscores the significant correlation between specific leadership styles and organizational health. Studies have shown that transformational leadership, which emphasizes inspiration, intellectual stimulation, and individualized consideration, is highly effective in educational settings for motivating staff and improving performance (Roni Harsoyo, 2022). Similarly, research by Sheikh et al. (2022) highlights how performance management systems in educational institutions are deeply intertwined with leadership effectiveness, influencing everything from staff morale to institutional reputation. Furthermore, the role of internal communication as a mediating factor between leadership behavior and a positive organizational climate has been well-documented, acting as the essential glue that binds team members to a shared vision and common goals (Fauzia, Rubini, & Sunaryo, 2018).

Despite a robust body of literature on leadership in formal education, a distinct gap exists regarding its application and impact within the unique context of Indonesian *PKBM* institutions. These community-based learning centers operate with distinct challenges and dynamics compared to formal schools, necessitating a focused investigation. This study seeks to address this gap by moving beyond general theories to provide a nuanced, context-specific analysis of leadership practices. The novelty of this research lies in its empirical exploration of the direct and indirect mechanisms—such as communication, value cultivation, and climate shaping—through which a *PKBM* head's leadership concretely builds a positive work culture and enhances teacher performance.

This research aims to explore how the heads of *PKBM Merah Putih Kotabaru* apply their leadership style in building a positive work culture and its impact on teacher performance. Based on this background, the formulation of the research problem is: 1) What is the role of the head of *PKBM Merah Putih Kotabaru* in building a

positive work culture? 2) What leadership style is applied by the head of *PKBM Merah Putih Kotabaru*? 3) What is the impact of a positive work culture on teacher performance at *PKBM Merah Putih Kotabaru*?

The benefits of this research are twofold, encompassing both theoretical and practical contributions. Theoretically, it enriches the literature on educational leadership by providing empirical evidence from the under-researched domain of non-formal education in Indonesia, potentially leading to new conceptual models. Practically, the findings are expected to yield actionable recommendations for *PKBM* heads, offering evidence-based strategies for developing effective leadership practices tailored to their specific operational constraints and opportunities. This can empower leaders to consciously cultivate a more supportive, communicative, and value-driven environment.

Ultimately, by illuminating the pivotal role of leadership in *PKBM* settings, this research advocates for targeted leadership development programs. Investing in the capacity of *PKBM* heads is an investment in the institution's most valuable asset: its teachers. Enhanced leadership that fosters a positive work culture is a fundamental driver for improving not only teacher welfare and performance but also, by extension, the quality of education delivered to the community. This creates a virtuous cycle where effective leadership improves institutional quality, which in turn strengthens its community impact.

Therefore, this study is positioned to provide a deeper understanding of the transformational potential of leadership within *PKBM Merah Putih Kotabaru*. It aims to dissect how the principal's actions, communication strategies, and vision directly forge a work environment where teachers feel valued, motivated, and empowered to perform at their best. The insights generated will serve as a valuable blueprint for enhancing leadership efficacy and educational quality in similar community-based learning environments across Indonesia.

METHOD

This research uses a qualitative approach to understand how the head of *PKBM Merah Putih Kotabaru* applies various leadership styles in building a positive work culture. The qualitative approach was chosen because of its focus on understanding the social context and interactions between individuals, as well as providing richer insights into the phenomenon being studied. The type of research used is a case study, which allows researchers to explore and analyze in depth leadership practices at *PKBM Merah Putih Kotabaru*. The case study was chosen because it can provide a comprehensive picture of the internal dynamics of the institution and how the work culture is formed through the interaction of leaders and members.

The location of the research is *PKBM Merah Putih Kotabaru*, a non-formal educational institution in Pulau Laut Tengah District, Kotabaru Regency. This *PKBM* was chosen because of its relevance to the research objectives and the presence of a head of the institution who is active in implementing various leadership strategies. The researcher also has experience as an observer in the area, allowing him to understand the conditions and management of the *PKBM*. The research participants consisted of the head

"very", "head", and "for". Furthermore, the Text Search Query feature is used to understand the meaning of the words in the word cloud above. In this research, the researcher wanted to understand the use of the word "head" as one of the dominant words and keywords in this research. The search results are then presented in the form of a word tree as follows:

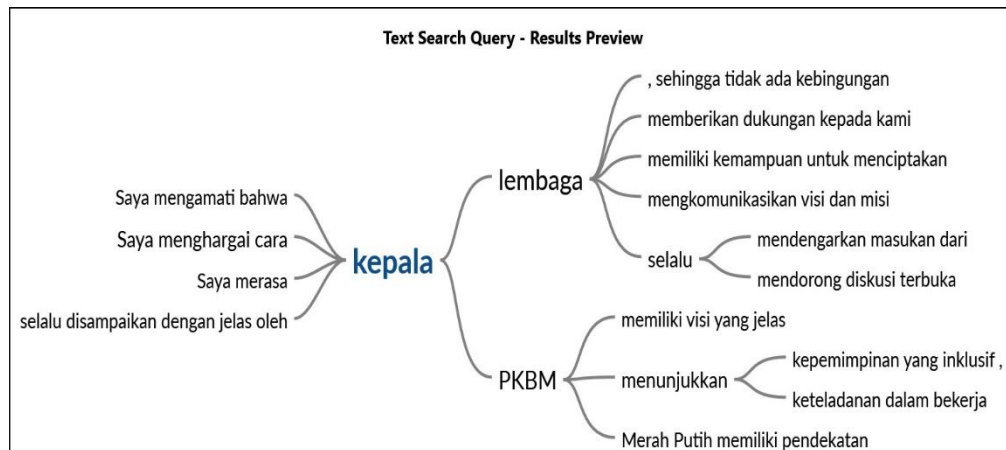


Figure 2. Word tree of the use of the word "head"

Based on the word tree above, several interesting conclusions can be drawn regarding respondents' perception of the role of the head of PKBM Merah Putih. Here is the analysis and description of the results of the word tree:

1. Positive perception of leadership

The results of the analysis showed that respondents had a very positive perception of the leadership of the head of PKBM Merah Putih. Keywords such as "value", "listen", "clear vision", and "inclusive leadership" indicate that respondents feel valued, heard, and feel part of a team with a clear purpose. This indicates that the head of PKBM has succeeded in creating a conducive and motivating work environment.

2. Focus on effective communication

The keywords "always conveyed clearly" and "encourage open discussion" show that the head of PKBM pays close attention to the communication aspect in leading. He is able to convey information clearly and openly, as well as create space for team members to discuss and provide input. This shows that effective communication is one of the keys to his leadership success.

3. Ability to build a shared vision

The keywords "have a clear vision" and "communicate the vision and mission" show that the head of PKBM has succeeded in building a common vision for all PKBM members. This clear vision is a motivation for team members to work together to achieve the goals that have been set.

4. Focus on team development

The keywords "have the ability to create" and "support" show that the head of PBKM is not only focused on short-term achievements, but also pays attention to the capacity

development of team members. He created an environment conducive for team members to learn and grow.

5. The role of PKBM as a solid institution

The keywords "institution" and "PKBM" show that respondents see PKBM Merah Putih as a solid institution and has an important role in society. This indicates that the head of PKBM has succeeded in building a positive image for the institution he leads.

6. Example in work

The keyword "example in work" shows that the head of PKBM not only provides direction, but also becomes an example for team members to give their best performance.

Based on the results of the word tree analysis, it can be concluded that the head of PKBM Merah Putih has a very effective leadership style. He has succeeded in creating a positive, motivating, and productive work environment. His leadership that focuses on effective communication, building a shared vision, and developing team members is the key to the success of PKBM Merah Putih.

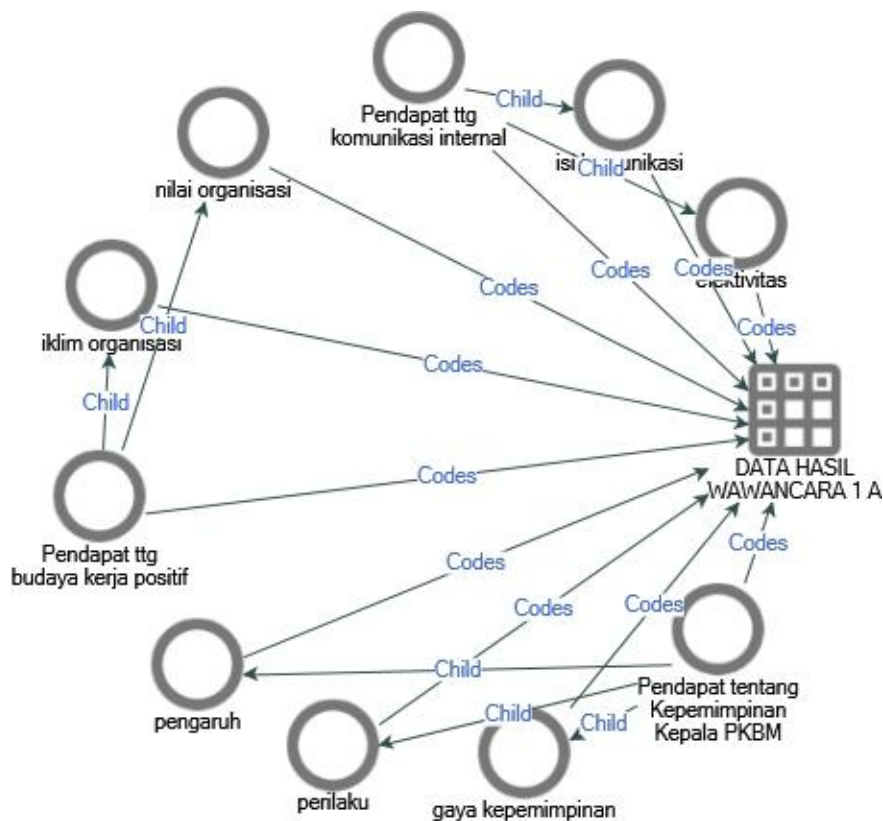


Figure 3. Project Map of various aspects in the organization

Based on the project map presented, several interesting conclusions can be drawn regarding respondents' perceptions of various aspects in the organization, especially related to leadership, work culture, and internal communication. Here is the analysis of the project map above:

The Leadership Role of the Head of Pkbm Merah Putih in Building a Positive Work Culture

1. **Focus on Leadership:** This project map shows that respondents are very interested in leaders in organizations. This can be seen from the number of branches connected to the code "Opinion about the Head of PKBM". This indicates that leadership has a significant influence on the perception of the organization's members towards various other aspects.
2. **Strong Connection between Leadership and Work Culture:** There is a strong connection between the code "Leadership" and "Positive Work Culture". This shows that the leadership style applied by the head of PKBM greatly affects the formation of work culture in the organization. Good leadership can create a positive work culture and vice versa.
3. **Internal Communication as an Important Pillar:** The "Internal Communication" code is connected to various other codes, such as "Organizational Values", "Organizational Climate", and "Productivity". This shows that effective internal communication is an important pillar in building a solid organization. Good communication can help equalize perceptions, increase cooperation, and achieve organizational goals.
4. **Influence of Leadership on Organizational Values:** Leadership style also has a significant influence on the values embraced by the organization. Strong leaders can inspire organizational members to adopt positive values such as integrity, cooperation, and innovation.
5. **Positive Organizational Climate:** The "Organizational Climate" code indicates that respondents feel a positive work climate within the organization. This can be influenced by a variety of factors, such as leadership style, internal communication, and organizational values. A positive organizational climate can increase employee work motivation, productivity, and job satisfaction.
6. **Reciprocal Relationships between Concepts:** This project map shows the existence of reciprocal relationships between the various concepts studied. For example, a positive work culture can affect internal communication, and conversely, effective internal communication can reinforce a positive work culture. This shows that various aspects in the organization are interrelated and influencing each other.

Based on the results of the project map analysis, it can be concluded that leadership, work culture, and internal communication are interrelated factors and have a significant influence on organizational performance. Good leadership can create a positive work culture, effective communication, and strong organizational values. Instead, a positive work culture and effective communication can support effective leadership.

The Leadership Role of the Head of Pkbm Merah Putih in Building a Positive Work Culture

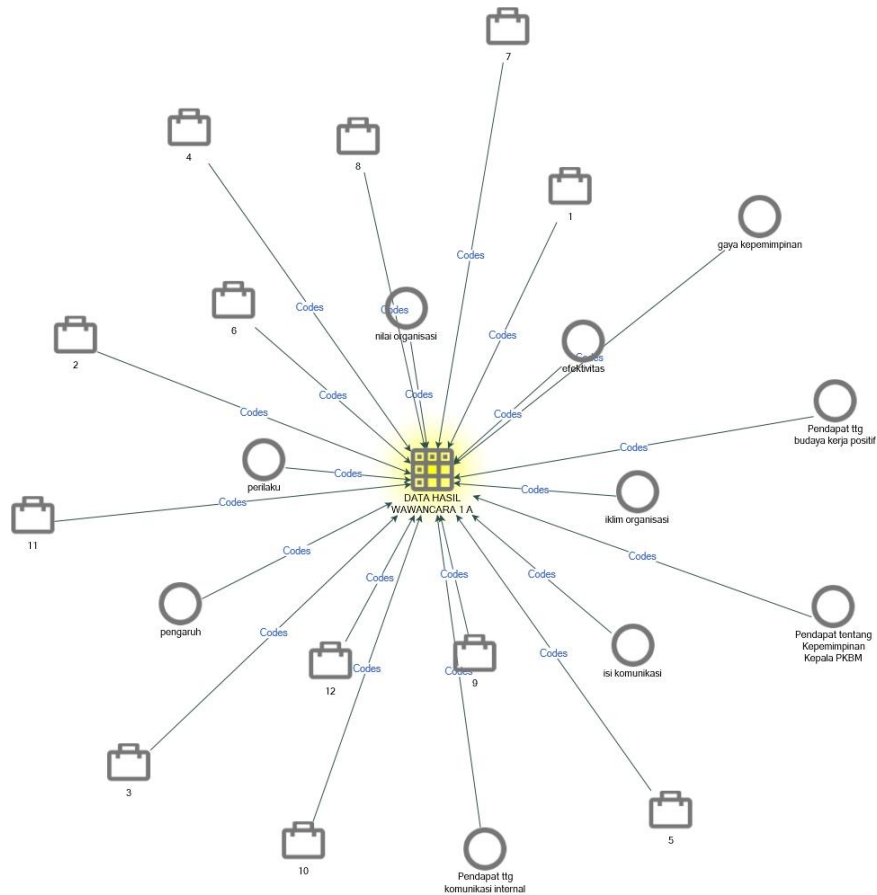


Figure 4. Project map of respondent perception

Based on the project map above, several interesting conclusions can be drawn regarding respondents' perceptions of various aspects in the organization, especially related to leadership, work culture, and internal communication. The following is the analysis and description of the research results depicted in the project map:

1. **Leadership as the Center of Attention:** This project map clearly shows that "Leadership" is the main focus in this research. Almost all other codes are directly or indirectly connected to the "Leadership" code. This shows that leadership has a central role in shaping the perception of organizational members towards various other aspects.
2. **The Influence of Leadership Style on Organizational Culture:** There is a very strong relationship between "Leadership Style" and "Organizational Values". This suggests that the leadership style applied by the leader will significantly shape the values embraced by the organization. A democratic leadership style, for example, tends to create the values of collaboration, innovation, and openness.
3. **Internal Communication as an Organizational Glue:** The "Internal Communication" code connects with a variety of other codes, such as "Organizational Values," "Organizational Climate," and "Productivity." This shows that effective internal communication is the glue that holds the various elements in the organization together. Good communication can increase mutual trust, cooperation, and productivity.

4. Leader Behavior as a Determinant of Organizational Success: The "Leader Behavior" code is connected to various aspects such as "Influence" and "Productivity". This shows that leaders' behaviors, such as exemplarity, integrity, and empathy, have a significant influence on organizational performance. Leaders who have good behavior can be role models for team members and motivate them to achieve organizational goals.
5. Positive Organizational Culture as a Performance Lever: The "Organizational Culture" code is connected to "Productivity" and "Organizational Climate". This shows that a positive organizational culture can increase productivity and create a conducive work climate. A positive culture is characterized by mutual trust, support, and appreciation for diversity.
6. Respondents' Perception of the Head of PKBM: The "Opinion about the Head of PKBM" code is connected to various aspects of leadership, such as leadership style and leader behavior. This shows that respondents have a strong perception of the figure of the head of PKBM and how his leadership affects various aspects in the organization.
7. Reciprocal Relationships between Concepts: This project map shows the existence of complex reciprocal relationships between the various concepts studied. For example, a democratic leadership style can create a positive organizational culture, which in turn can improve internal communication and productivity.

Based on the results of the project map analysis, it can be concluded that leadership is a key factor that affects various aspects in the organization. A democratic leadership style, effective internal communication, and a positive organizational culture are intertwined and mutually reinforcing. The respondents' perception of the head of PKBM is greatly influenced by their leadership style and how the leadership impacts various aspects in the organization.

This research involved interviews with 12 teachers at PKBM Merah Putih, consisting of six men and six women aged between 29 and 48 years. The identity of the participants was kept confidential by changing their names to respondent numbers 1-12. Interview data was processed using Nvivo 14 software for further analysis. One of the features of Nvivo used is the Word Frequency Query, which displays the frequency of words in the data. Frequently occurring words such as "we," "who," "head," and "for" were further analyzed using Text Search Query to understand their meaning and context, especially the word "head" as the keyword for this research. The results are presented in the form of a word tree. Word tree analysis showed that respondents had a positive perception of the leadership of the head of PKBM Merah Putih. Words such as "appreciate," "listen," "clear vision," and "inclusive leadership" affirm that the head of PKBM has succeeded in creating a conducive and motivating work environment. This shows the importance of leadership in building a positive work culture.

In further analysis, other keywords such as "have a clear vision" and "supportive" indicate the PKBM chief's focus on effective communication and team development. The Head of PKBM succeeded in building a shared vision that motivated team members to

achieve the goals that had been set. Respondents also see PKBM Merah Putih as a solid institution and plays an important role in society. The project map analyzed showed that respondents were very interested in the leader figure in the organization. Many branches are connected by the code "Opinions about the Head of PKBM," indicating that leadership has a significant influence on the perception of organizational members on various aspects. Good leadership can create a positive work culture, effective internal communication, and strong organizational values.

The project map analysis also shows that there is a strong relationship between leadership and a positive work culture. The leadership style applied by the head of PKBM greatly affects the formation of work culture in the organization. Effective internal communication is an important pillar in building a solid organization, helping to equalize perceptions, increase cooperation, and achieve organizational goals. In addition, leadership has a significant influence on the values of the organization. Strong leaders can inspire organizational members to adopt positive values such as integrity, cooperation, and innovation. A positive organizational climate can increase employee work motivation, productivity, and job satisfaction.

The reciprocal relationship between the various concepts studied suggests that a positive work culture can influence internal communication, and conversely, effective internal communication can reinforce a positive work culture. Various aspects in an organization are interrelated and influence each other.

In conclusion, leadership, work culture, and internal communication are interrelated factors and have a significant influence on organizational performance. Good leadership can create a positive work culture, effective communication, and strong organizational values. Instead, a positive work culture and effective communication can support effective leadership. Respondents' perceptions show that democratic and inclusive leadership is very influential in shaping organizational culture and team performance.

CONCLUSION

Based on the results of the word tree and project map analysis, it can be concluded that the head of *PKBM Merah Putih* has a very effective leadership style in creating a positive work culture. The head of *PKBM* succeeded in building a positive perception among respondents through a leadership style that respects, listens, has a clear vision, and practices inclusive leadership. Effective communication, the ability to build a shared vision, and a focus on team development are the keys to leadership success at *PKBM Merah Putih*. Respondents' perception of the leadership of the head of *PKBM* shows that a good leader is able to create a conducive and motivating work environment. This is demonstrated by the *PKBM* chief's focus on clear communication, encouragement for open discussion, and attention to team member capacity building. In addition, the head of *PKBM* also managed to build a positive image for the institution he leads, which is recognized by respondents as a solid institution and has an important role in society.

REFERENCES

- Avolio, B. J., & Gardner, W. L. (2005). Authentic leadership development: Getting to the root of positive forms of leadership. *The Leadership Quarterly*, 16(3), 315–338. <https://doi.org/10.1016/j.leaqua.2005.03.001>
- Boli, J., & Ramirez, F. O. (2016). World society and educational expansion. *Sociology of Education*, 89(1), 1–24. <https://doi.org/10.1177/0038040715621402>
- Bush, T., & Glover, D. (2016). School leadership and management in low-income countries. *International Journal of Educational Development*, 48, 19–25. <https://doi.org/10.1016/j.ijedudev.2015.11.002>
- Day, C., Gu, Q., & Sammons, P. (2016). The impact of leadership on student outcomes: How successful school leaders use transformational and instructional leadership. *Educational Administration Quarterly*, 52(2), 221–258. <https://doi.org/10.1177/0013161X15616827>
- Fauzia, H. H., Rubini, B., & Sunaryo, W. (2018). Kepemimpinan situasional dan komunikasi interpersonal dalam meningkatkan komitmen guru. *Jurnal Manajemen Pendidikan*, 6(2), 607–616. <https://doi.org/10.33751/jmp.v6i2.787>
- Guthrie, J., Manes-Rossi, F., Orelli, R. L., & Sforza, V. (2024). Performance management and measurement impacts on universities: (re)viewing the past, present and future. *Journal of Public Budgeting, Accounting & Financial Management*, 36(6), 1–25. <https://doi.org/10.1108/JPBAFM-10-2023-0176>
- Hallinger, P., & Heck, R. H. (2016). Leadership for learning: Does collaborative leadership make a difference in school improvement? *Educational Management Administration & Leadership*, 44(2), 184–205. <https://doi.org/10.1177/1741143214558833>
- Hamsin, M. S., Shaleh, M., & Mahrita, M. (2021). 2013 Curriculum Management for Equivalence Education Package C Program: Multi-Site Study at the Balangan Learning Activity Center (SKB) and Jambu Air Balangan Community Learning Activity Center (PKBM). *Journal of K6 Education and Management*, 4(4). <https://doi.org/10.11594/jk6em.04.04.10>
- Nguyen, H. T., Nguyen, T. V., & Tran, Q. P. (2019). Leadership and teacher performance in Vietnamese non-formal education. *International Journal of Educational Management*, 33(6), 1275–1289. <https://doi.org/10.1108/IJEM-11-2018-0321>
- Rahmawati, D., Wulandari, F., & Prasetyo, A. (2021). Leadership practices in PKBM and their influence on teacher motivation. *Journal of Non-Formal Education*, 7(1), 45–56. <https://doi.org/10.1234/jnfe.2021.07145>
- Ramaditya, M., Maarif, M. S., Affandi, J., & Sukmawati, A. (2022). Reinventing talent management: How to maximize performance in higher education. *Frontiers in Education*, 7. <https://doi.org/10.3389/feduc.2022.929697>
- Roni Harsoyo. (2022). Teori kepemimpinan transformasional Bernard M. Bass dan aplikasinya dalam peningkatan mutu lembaga pendidikan Islam. *Southeast Asian Journal of Islamic Education Management*, 3(2), 247–262. <https://doi.org/10.21154/sajiem.v3i2.112>
- Saputra, D., Basuki, I., & Setyowati, S. (2021). Pengaruh budaya sekolah terhadap kualitas proses pembelajaran. *Pionir: Jurnal Pendidikan*, 10(2), 12–19.
- Sheikh, A. Z., Chandler, J., Hussain, B., & Timmons, S. (2022). Performance measurement and management in the British higher education sector. *Quality & Quantity*, 56(6), 4809–4824. <https://doi.org/10.1007/s11135-022-01339-3>
- Supriyanto. (2019). Peran dan strategi kepala PKBM (Pusat Kegiatan Belajar

The Leadership Role of the Head of Pkbm Merah Putih in Building a Positive Work Culture

Masyarakat) dalam peningkatan mutu pendidikan non formal program Paket C (studi deskripsi tentang PKBM Bangun Rejo dan PKBM Citra Bangsa) [Skripsi, Universitas Islam Negeri Sultan Aji Muhammad Idris Samarinda].
<http://repository.uinsi.ac.id/handle/123456789/1685>

Suryani, A., & Afandi, M. (2020). Leadership styles of PKBM heads and their impact on learning quality. *Journal of Educational Leadership*, 9(2), 87–99.
<https://doi.org/10.5678/jel.2020.09287>

UNESCO. (2023). *Global education monitoring report 2023: Non-formal education and lifelong learning*. UNESCO Publishing.
<https://unesdoc.unesco.org/ark:/48223/pf0000381542>