

## The Parigeuing Leadership: Synergy of Sundanese Cultural Values in Educational Leadership in West Java

Prasetyo Agung Darmawan<sup>1</sup>, Diding Nurdin<sup>1</sup>, Sururi<sup>1</sup>

<sup>1</sup>Universitas Pendidikan Indonesia, Bandung, West Java, Indonesia

Corresponding author e-mail: [tyoagung05@upi.edu](mailto:tyoagung05@upi.edu)

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**Abstract:** *Parigeuing* leadership, rooted in Sundanese cultural values, underscores a leader's effective communication rooted in local traditions. This study explores the leadership of the Head of the West Java Provincial Education Office as a representation of educational leadership in Sundanese society, with a focus on communication practices aligned with *parigeuing* principles. A qualitative case study methodology was employed to gather data through comprehensive, in-depth interviews, direct observations of the leader's communication style, and document analysis of the manuscript. Seven informants, including division heads, staff members, and a philology expert provided insights into the manifestation of *parigeuing* leadership. The findings highlight that *parigeuing* leadership is evident in the leader's approach to delivering instructions, guidance, and motivation, with *dasa pasanta* serving as a guiding framework. This study contributes to the theoretical advancement of inclusive educational leadership models grounded in local cultural values, providing practical insights for leaders in Sundanese society and beyond.

**Keywords:** Communication, *Dasa Pasanta*, Leadership, *Parigeuing*

### A. Introduction

*Parigeuing* leadership represents a value-based approach that defines leadership as a communication process grounded in the esteemed values of Sundanese culture. This leadership model draws from the traditions of the Sundanese ancestors. The concept is effectively illustrated in the ancient manuscript *Sanghyang Siksa Kandang Karesian*, which was completed in 1518 AD (Darajat & Suherman, 2021; Nuraeni et al., 2020). *Parigeuing* leadership reflects noble values, particularly the Sundanese principle of *ngageuing keun batur*, which promotes providing guidance, direction, and constructive feedback to team members. This approach prioritizes sensitivity and respect, ensuring that interactions are constructive and do not offend the individuals involved. (Permana et al., 2020). *Parigeuing* leadership as a value-based practice rooted in Sundanese cultural traits upholds noble values such as *someah*, *silih asih*, *silih asuh*, and *silih asah* as guiding principles (Badriah et al., 2021; Hidayat & Hafiar, 2019).

*Parigeuing* leadership is an ideal reference and guide for Sundanese leaders as it incorporates ethics and morality in leadership practices embodied in the concept of *dasa pasanta*. The concept of *dasa pasanta* consists of ten core values in the Sundanese leadership style, emphasizing how a leader issues commands or directives to enable followers to comply without feeling pressured or offended (Prihana et al., 2020). Therefore, *parigeuing* leadership serves as a relevant guide for contemporary Sundanese leaders in various fields and reassures them that they can achieve success while staying true to their ethical and moral values.

*Parigeuing* leadership, a relevant leadership model across various sectors, including educational institutions at the school level, regional educational leadership, and even national scale, strongly emphasizes effective communication. In the context of regional educational leadership, the Head of the Education Office becomes a key figure (Syafaruddin et al., 2022). The Head of the West Java Education Office, a crucial figure in educational leadership within a vast administrative region characterized by a community that values Sundanese culture, consistently garners significant attention. One of the Head's primary responsibilities is coordinating and effectively communicating regional education policies to all relevant stakeholders (Andriansyah et al., 2021; Wonua et al., 2020). In executing this role, the communication skills of an education office leader, a key component of *parigeuing* leadership, are crucial to effective leadership. Effective leadership communication, a critical competency for leaders in the 21st century, is a vital part of the *parigeuing* leadership skill set (Ayub et al., 2014; Herlinawati et al., 2024; Rehan et al., 2024). Therefore, understanding and applying *parigeuing* leadership is highly relevant in supporting the Head of the Education Office's role as a leader in coordinating regional educational policies.

The circumstances reveal that the Sundanese community and its leaders must enhance their understanding of *parigeuing* leadership. A preliminary study, which included an interview with a philology expert, has shown a lack of research and surveys assessing the comprehension and application of this leadership concept among Sundanese leaders. A contributing factor to this situation is the insufficient focus and scholarship on value-based leadership models, particularly those rooted in local wisdom, such as *parigeuing* leadership, compared to Western leadership frameworks (Atwater et al., 2021; Ly, 2020). Consequently, this gap has resulted in a shortfall of effective Sundanese leadership at the national level across various sectors, including education.

In recent decades, Ir. H. Djuanda Kartawidjaja and Umar Wirahadikusuma were two notable Sundanese leaders who successfully attained top leadership positions at the national level in Indonesia (Purwoko, 2020; Widodo et al., 2020; Yustitiantingtyas, 2015). The current absence of Sundanese leaders in national governance is closely associated with the decline of the *Ki Sunda leadership* identity. This lack of representation can be attributed to a waning recognition of the principles underlying

*Ki Sunda's leadership*. A significant factor contributing to this phenomenon is the cultural concept of *mangga ti payun*, which translates to *please go ahead*. This notion highlights humility and enriches Sundanese culture; however, it may impede the pursuit of strategic leadership roles due to a constrained competitive mindset among Sundanese leaders (Jamaludin & Novari, 2022; Sujatmiko, 2014; Prihana et al., 2020).

Research on *parigeuing* leadership constitutes an underexplored area, revealing a significant gap in academic discourse. A comprehensive review of existing studies allows us to pinpoint this gap and appreciate its relevance to our field. A prominent investigation that addresses this issue explores the concept of *parigeuing* in the context of leadership and political communication through a content analysis of four ancient Sundanese manuscripts. The results indicate a fundamental consistency in the principles of leadership and political communication presented in these manuscripts, which is vital for advancing our understanding of *parigeuing* leadership (Permana et al, 2020).

Sofiani (2022) conducted a study to develop teaching materials based on the Galuh Regent Encyclopedia, anchored in the concept of *parigeuing*. These materials are designed to cultivate leadership qualities among prospective history teacher students in Priangan Timur. The study's findings reveal that the content of the Galuh Regent Encyclopedia, which emphasizes *parigeuing* leadership values, significantly influences students. It effectively motivates them to internalize these principles, enhancing their leadership potential.

As indicated in the preliminary findings, this study aligns with previous research concerning *parigeuing* leadership and the *dasa pasanta* principles, which serve as its foundational guidelines. However, it distinguishes itself by exploring the characteristics of educational leadership within contemporary educational leadership practices employed by the Head of the West Java Education Office.

This research analyzes explicitly the communication style of the Head of the West Java Education Office, identifying it as a critical leadership skill for the 21st century. The findings offer practical insights that can be effectively implemented in educational leadership contexts. Therefore, this study seeks to address the existing research gap by situating the concept of *parigeuing* leadership within the educational leadership framework. Its goal is to provide theoretical and practical contributions that advance leadership models grounded in local cultural wisdom.

The preliminary study indicates a significant gap in the understanding of *parigeuing* leadership, illustrating an urgent need for research focused on its implementation in educational leadership. These findings highlight the critical importance of investigating *parigeuing* to preserve it as an integral aspect of the cultural heritage of the Sundanese people. Furthermore, this research is vital for introducing and developing *parigeuing* within contemporary leadership frameworks.

This study aims to enhance leadership theories by integrating local cultural perspectives, promoting a more inclusive approach. It specifically endeavors to assist contemporary Sundanese leaders by providing a leadership model grounded in local wisdom. Furthermore, this research supports the initiative to secure UNESCO recognition for the *Sanghyang Siksa Kandang Karesian* manuscript as part of its Memory of the World program, emphasizing the significant values encompassed within this text.

This research underscores the critical importance of preserving *parigeuing* leadership, a vital element of the cultural heritage of the Sundanese people. The study presents an innovative perspective by analyzing the values associated with *parigeuing* leadership within contemporary practices, mainly focusing on leaders' communication strategies. It aims to illustrate that *parigeuing* leadership embodies universal values that remain relevant and resilient across time. This study seeks to address the fundamental question: How does the leadership of the Head of the West Java Education Office exemplify educational leadership in West Java through communication practices that adhere to the principles of *parigeuing* leadership? The objective is to delineate, describe, and analyze the leadership of the Head of the West Java Education Office as a representation of educational leadership in the region, specifically focusing on communication practices that reflect the core values inherent in *parigeuing* leadership.

## **B. Methods**

Based on the previously presented research objectives, this study is best suited to a qualitative research method and is categorized as a case study. The qualitative method comprehensively understands a phenomenon, examines processes or social interactions, and explores individuals' opinions or perspectives (Sugiyono, 2019). This research is classified as a case study because it addresses 'why' and 'how' questions, the researcher does not exert complete control over the events being examined, and it focuses on contemporary phenomena within real-world contexts (Yin, 2018). The case under investigation is the leadership of the Head of the West Java Education Office during the 2023–2024 period, with a specific focus on their leadership communication. The case in this study is limited to an individual as the central focus. Therefore, this study aims to investigate a contemporary phenomenon, processes, social interactions, and individuals' perspectives concerning the leadership of the Head of the West Java Education Office.

This study employs a combination of interviews, observations, and document analysis to collect relevant data. It utilizes semi-structured interviews, which allow the researcher to follow a predefined set of questions while adapting them as the discussion evolves. The primary objective of these interviews is to investigate processes, social interactions, and employee perspectives concerning the leadership practices of the Head of the West Java Education Office, particularly regarding

communication aspects. Direct observations focus on the leadership communication style demonstrated by the Head of the West Java Education Office, especially during public speeches. This direct approach ensures the collection of immediate and authentic data. Moreover, document analysis thoroughly reviews the *Text and Translation of Siksa Kandang Karesian*, which provides valuable insights into *parigeuing* leadership. This study was conducted at the Central Office of the West Java Provincial Education Department, focusing on the leadership of its Head during the 2023–2024 period. The research involves seven informants: one philology expert, two division heads, and four staff members.

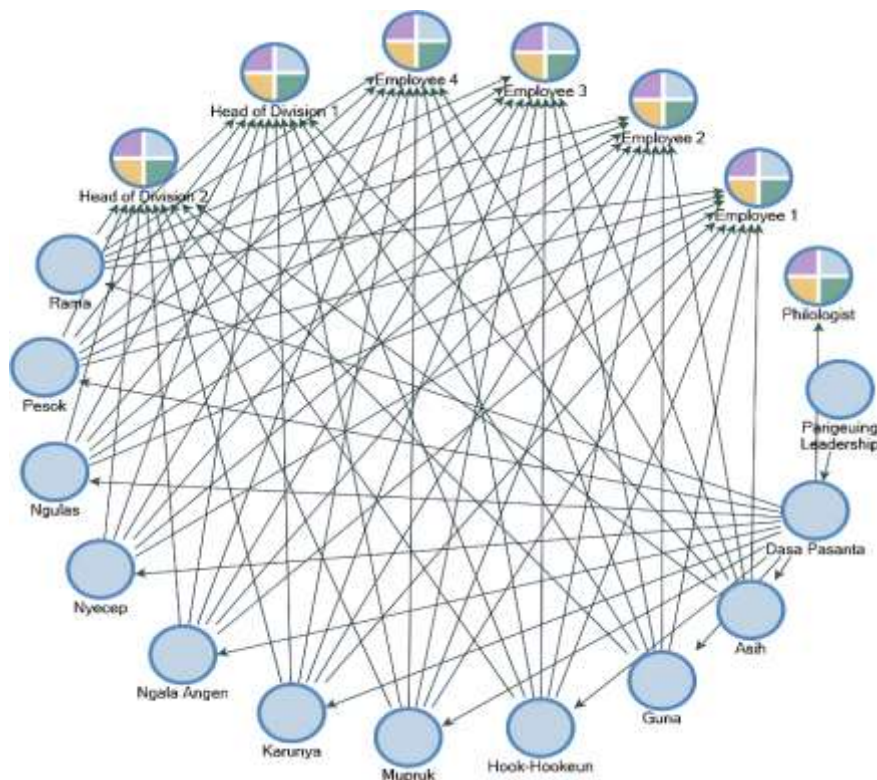
Researchers employ the Miles and Huberman model to analyze data, emphasizing an interactive and iterative process that persists until data saturation. This model involves critical activities such as collecting, reducing, displaying, and drawing conclusions from the data (Miles et al., 2014). Researchers utilize NVivo, a qualitative data processing software, to enhance the analysis. Following the data analysis process, supported by the Nvivo application, the next step involves ensuring data validity through rigorous tests. Validity checks are conducted using several techniques, including prolonged engagement, source triangulation, and method triangulation. Prolonged engagement entails intensive and sustained interaction with the research field to build trust and gain a deeper understanding of the data's context (Denzin & Lincoln, 2018). To foster strong relationships between the researcher, informants, and the research site, the fieldwork for this study was conducted over five months, from February to June. The second technique, source triangulation, aims to compare and verify information from various sources to ensure consistent data. Meanwhile, method triangulation involves employing multiple data collection approaches to enhance the validity of the study's findings. By implementing these validity tests, the research aims to achieve high levels of credibility and accuracy in representing the leadership phenomena under investigation.

### **C. Results and Discussion**

The findings of this study indicate that the leadership of the Head of the West Java Provincial Education Office is consistent with the values embodied in the concept of *parigeuing* leadership.

#### **The Leadership of the Head of the West Java Provincial Education Office in Communication Based on *Parigeuing* Leadership**

This section presents the research findings, focusing on the communication leadership demonstrated by the Head of the West Java Education Office, which aligns with the principles of *parigeuing* leadership values. The visualization below, generated using Nvivo software, effectively illustrates the outcomes of the data analysis.



**Figure 1. Visualization of Research Data Analysis Results**

The image above represents a visualization of the research data analysis, illustrating the leadership of the Head of the West Java Provincial Education Office in the context of communication, based on the values of *parigeuing* leadership. The concept of *dasa pasanta*, an integral part of *parigeuing* leadership, is translated into ten practical principles that leaders can implement to foster effective, empathetic, and meaningful communication. This visualization highlights the connection between the *dasa pasanta* values and various aspects of communication practiced by the Head of the Office and their interactions with staff and other stakeholders. Thus, these findings affirm how local cultural values can serve as a practical framework for creating inclusive and impactful leadership communication patterns.

### 1. The Value of *Guna*

Based on the field data analysis results, *guna's* value in the *dasa pasanta* concept can be understood as wisdom, using authority appropriately, and communicating effectively, including simple language. In this context, the Head of the West Java Provincial Education Office demonstrates non-authoritarian communication, carefully selecting precise words to ensure messages are easily understood, employing a structured communication style, and using data to strengthen arguments, which reflects logical communication. These communication methods are evident during coordination meetings for program planning, policy decision-making meetings, morning briefings during flag ceremonies, and speeches at public events.

The Head of the Education Office demonstrates wisdom, reflected in their communication style. A leader's practical communication ability is essential in 21st-century leadership (Liegl & Furtner, 2024; Liu et al., 2023). The *guna* value in the *dasa pasanta* concept, serving as an indicator of implementing *parigeuing* leadership, remains relevant in addressing current challenges. This research aligns with contemporary studies, particularly those emphasizing the wisdom of a leader as reflected in their communication practices, which ultimately guide them toward success in their leadership tenure. Such success is evident through improved employee motivation, enhanced performance, increased productivity, and the cultivation of healthy workplace relationships (Anggorowati et al., 2022; Husnataria et al., 2024; Nasukah et al., 2020)

## **2. The Value of *Rama***

Based on the field data analysis, the *rama* value in the *dasa pasanta* concept, integral to implementing *parigeuing* leadership, can be understood as friendliness, politeness, respect, kindness, good character, warmth, and the ability to interact with anyone. The Head of the West Java Provincial Education Office demonstrates this value through polite communication, a soft-spoken tone, warm and embracing body language, cheerful facial expressions, and the habit of greeting all employees regardless of their position. This communication style is especially evident in daily office activities and interactions with staff at all levels. Communication grounded in the *rama* value is also reflected in how the Head delivers orders or instructions, ensuring those receiving them do not feel offended or disheartened.

The findings indicate that the Head of the West Java Provincial Education Office exemplifies the concept of *rama* from the *dasa pasanta* philosophy by promoting warm, respectful, and inclusive communication practices. This approach aligns with the study highlighting the significance of soft-spoken communication and respectful behavior in building trust and cooperation among staff (Balakrishnan et al., 2024; Dwyer & Sahay, 2023). Additionally, another research affirms that leaders who engage warmly and respectfully with all levels of staff create a positive work environment, enhancing team morale and motivation (Abolnasser et al., 2023; Geue, 2018).

## **3. The Value of *Hook***

Based on the field data analysis, the *hook* value in the *dasa pasanta* concept, as applied in *parigeuing* leadership, represents a sense of care, assigning tasks to appreciate one's abilities and admiration for the performance achieved. The Head of the West Java Provincial Education Office demonstrates this value by assigning tasks through clear directives, either directly or via written instructions, ensuring that the tasks align with employees' capabilities. The implementation of the *hook* value is also evident in the communication style, which includes expressing appreciation and recognition for employees' achievements and congratulating them for their dedication and contributions.

This study confirms the significance of the *hook* value within the *dasa pasanta* concept in realizing *parigeuing* leadership. The findings align with prior research indicating that leaders' expressions of care and appreciation can foster strong emotional bonds with employees (Rahmadhon et al., 2024; Venketsamy & Lew, 2024). Additionally, the delegation of tasks tailored to individual competencies, as observed in this study, has enhanced employee performance within organizational contexts (Akinola et al., 2018).

#### **4. The Value of *Pesok***

Analysis of field data reveals that the *pesok* value in the *dasa pasanta* concept represents communication that captivates, indirectly motivates through example, and inspires enthusiasm for collaboration. In this context, the Head of the West Java Provincial Education Office consistently directs communication efforts to engage employees' commitment and foster teamwork to improve education quality. These findings align with previous studies, emphasizing that leadership communication that inspires collaboration sets examples, and encourages teamwork positively impacts productivity, loyalty, follower satisfaction, and team efficiency (Arendt et al., 2019; Erbay et al., 2024).

#### **5. The Value of *Asih***

Based on the analysis of field data, the *asih* value in the *dasa pasanta* concept represents a form of communication that embodies compassion, generosity, and genuine care. The Head of the West Java Provincial Education Office demonstrates these traits through interactions that prioritize empathy and kindness. These findings align with studies on empathetic leadership styles, emphasizing the importance of communication that authentically conveys care and adopts a human-centered approach to fostering positive interpersonal relationships (Jian, 2022; Negoro & Wibowo, 2021).

#### **6. The Value of *Karunya***

The analysis of field data indicates that the *karunya* value within the *dasa pasanta* concept embodies a form of communication characterized by empathy, openness in addressing issues, and sensitivity to the challenges faced by others. This is shown by the Head of the West Java Provincial Education Office, who actively engages with subordinates by listening to their concerns and ensuring transparency regarding the challenges faced during program implementation. Such communication fosters a supportive environment that encourages constructive dialogue by accommodating suggestions, especially when addressing obstacles in executing educational programs (Susanti et al., 2023). This communication style aligns with democratic and dialogic leadership approaches, emphasizing openness, dialogue, and equitable opportunities for stakeholders to voice their opinions (Fakhri et al., 2021; Khaqan & Redondo-Sama, 2024; Raupu et al., 2021).



### **7. The Value of *Mupruk***

Based on the analysis of field data, the *mupruk* value in the *dasa pasanta* concept reflects the communication style of the Head of the West Java Provincial Education Office, characterized by persuasion, negotiation, and the ability to convey ideas without imposing opinions. The leader's capacity to engage in persuasive communication, supported by mastery of the topic at hand, is critical in steering the organization toward achieving its noble vision for the future (Enadarlita & Asvio, 2019; Sa'imah et al., 2023). This approach is instrumental in facilitating decision-making processes that drive sustainable organizational change (Banwart, 2020; Perret & Powers, 2022; Sabariah et al., 2023).

### **8. The Value of *Ngulas***

Based on the analysis of field data, the *ngulas* value in the *dasa pasanta* concept reflects the communication style of the Head of the West Java Provincial Education Office, emphasizing constructive feedback, including praise, evaluations, suggestions, and critiques regarding educational programs or issues during discussions. This study highlights that the *ngulas value*, in the context of *parigeuing* leadership, can be understood as the delivery of constructive feedback. These findings align with research emphasizing the critical role of feedback in improving individual and organizational performance by fostering innovative behaviors (Bak, 2020; Choi et al., 2018; Lee et al., 2021).

### **9. The Value of *Nyecep***

Based on the analysis of field data, the *nyecep* value in the *dasa pasanta* concept embodies the communication style of the Head of the West Java Provincial Education Office, characterized by uplifting, encouraging, motivating, and empowering communication. This style also includes providing opportunities for growth, maintaining composure, exercising thoughtful consideration, and delivering instructions that do not impose undue burdens. A leader's ability to inspire, empower, and create opportunities for development among their members is a hallmark of modern theoretical models, specifically transformational leadership. The findings of this study demonstrate that *nyecep*, within the framework of *parigeuing* leadership, reflects transformational leadership principles that inspire and motivate subordinates to grow and achieve meaningful transformation (Akdere & Egan, 2020; Hermawan et al., 2024; Nuel et al., 2021).

### **10. The Value of *Ngala Angen***

Based on the analysis of field data, the *ngala angen* value in the *dasa pasanta* concept reflects the communication style of the Head of the West Java Provincial Education Office, characterized by the ability to win the hearts of interlocutors, wisdom, emotional resonance, and charisma in speech. The findings indicate that the Head of the Education Office effectively builds strong relationships with subordinates, aligning with studies highlighting emotional intelligence as a critical factor for leadership success. Moreover, this ability fosters a comfortable organizational

climate, reinforcing the importance of empathetic and relational communication within leadership contexts (Manafe et al., 2022; Pulido-Martos et al., 2024; Syarweny, 2023).

Based on the analysis of data collected through interviews, observations, and document studies, the communication leadership of the Head of the Education Office reflects the implementation of the *parigeuing* concept through the ten values of *dasa pasanta*. These values represent ten principles of emotional serenity that should be embodied in a leader's behavior when carrying out their leadership, particularly in communication tasks such as issuing instructions, providing guidance, offering motivation, giving advice, and more (Nurwansah, 2020; Permana et al., 2020; Prihana et al., 2020). A leader who integrates the *parigeuing* concept, closely tied to the ten values of *dasa pasanta*, will achieve success through their charisma and serve as a role model for their followers. This is evident in the leadership style of the Head of the Education Office when communicating to issue instructions, deliver guidance, provide motivation, or offer recognition during meetings, morning assemblies, or speeches at formal events. The Head of the West Java Provincial Education Office exhibits the dominant traits of *pesok* and *hook* while implementing the *parigeuing* leadership concept. The visualization of the processed data below illustrates these values clearly.



Figure 2. Hierarchy Chart

Thus, based on the explanation above, the leadership communication of the Head of the West Java Provincial Education Office has been effectively illustrated in alignment with the principles of *dasa pasanta*, which serve as the foundational values for implementing *parigeuing* leadership. According to Figure 2, the *hook* value is the most dominant value reflected in the leadership communication of the Head of the Education Office. This value encourages compassionate communication. Leaders delegate tasks to subordinates, showing appreciation for their skills while consistently expressing admiration for their accomplishments. Additionally, the *pesok* value is also prominently evident in the communication style of the Head of the Education Office. The *pesok* value signifies the leader's ability to win the hearts of subordinates through exemplary communication that emphasizes leading by example, serving as a role model, and consistently fostering collaboration.

The Head of the West Java Provincial Education Office represents educational leadership within Sundanese society. This role demonstrates the internalization of *dasa pasanta* values and practical principles in *parigeuing* leadership. *Parigeuing* leadership embodies universal values that remain relevant today. When leaders successfully implement *parigeuing* leadership, they become charismatic figures, role models, and sources of inspiration for their followers.

#### **D. Conclusions**

The leadership of the Head of the West Java Provincial Education Office in communication has demonstrated the implementation of the ten values of *dasa pasanta* as practical guidelines in practicing *parigeuing* leadership. The most prominent values reflected in this leadership are *pesok* and *hook*. This study highlights that *parigeuing* leadership embodies universal values relevant to contemporary leadership challenges. Furthermore, this research aspires to contribute to preserving and developing the *parigeuing* leadership concept, rooted in Sundanese culture, as a legacy of Sundanese heritage.

#### **E. Acknowledgement**

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