

The Role of Leadership in Forming Effective Organizational Behavior in Kemberin

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ABSTRACT

Leadership not only focuses on directing people to achieve desired results, but also involves understanding work motivation, establishing a positive organizational culture, and improving the performance of organizational members. Effective leadership can improve the motivation and performance of organizational members while establishing a positive work culture. Conversely, leadership that lacks support can lead to a lack of morale and ineffective organizational behavior. The implications are critical to the success and continuity of an organization. The case study method was used in this research to investigate in depth how specific leadership styles influence work culture, motivation, collaboration and performance at Kemberin. This approach provides a comprehensive framework for analyzing and interpreting the data obtained. The purpose of this research is to understand how leadership impacts work culture, motivation, collaboration and performance at Kemberin. It is expected that the results of the study can provide a deep understanding of the importance of the role of leadership in shaping effective patterns of behavior in the organizational environment. The strategic implications of the research findings are expected to help improve organizational performance and efficiency in the Ministry of Industry as well as make a positive contribution to the understanding of leadership concepts globally.

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1. INTRODUCTION

Leadership is a creative aspirational, enthusiastic and moral force that has the ability to influence organizational members so that they understand and respond to the desires and vision of the leader [1]. In achieving progress and success in an organization, the type of leadership required

is very important. Ideal leadership involves leaders who have a mature leadership spirit, characterized by a high sense of responsibility for every task and activity that is their mandate [2].

The role of leadership in an organization is very important, leadership can be defined as a process or activity that aims to direct people's behavior to get the desired

results [3]. The role of leadership in increasing work motivation which will have an impact on performance, as well as the role of organizational culture in increasing work motivation which will have an impact on performance [3].

The role of leadership in an organization has a broad impact, including its influence on employee behavior and their ability to encourage and improve their performance. However, on the other hand, if leadership does not receive support from employees, this can result in their lack of enthusiasm for work due to a lack of sympathy for the leader [4].

Human lives are inherently connected to their interactions with other creatures. Often interactions between humans give rise to the urge to live in a group, whether in a large group or a smaller group [5]. An organization is a system where there is interaction and cooperation between a number of individuals or groups aimed at achieving certain goals. Human resource management (HR) is one of the crucial factors that supports organizational success.

Organizations have a very important role in human life, both in government organizations, both civil and military, as well as in private institutions such as companies, and even in social organizations. An organization can be viewed as a container, a process, and a system that functions as a tool to achieve goals. Experts state that organizations have several elements, including elements of cooperation, elements of individuals working together, and elements of common goals to be achieved. Thus, organizations can be considered as a framework for forms of human cooperation to achieve common goals [6].

In previous research entitled "PERANAN KEPEMIMPINAN DALAM ORGANISASI (Studi Kasus Peran Pimpinan dalam Menjaga Soliditas Karyawan di PT. Nippon Indosari Corpindo)" research by [5]. The research results state that organizations must communicate smoothly and effectively to achieve their goals to ensure continuous improvement or improvement in the quality of organizational performance and personnel.

Based on previous research, this research was conducted to determine the role of leadership in shaping effective organizational behavior. It is hoped that this research will be useful for readers.

The aim of this research is to understand how certain leadership styles influence the work culture, motivation, collaboration and performance of organizational members in the Ministry of Industry. It is hoped that the results of this research will provide better insight into the importance of the role of leadership in forming effective behavioral patterns in organizational environments, as well as its strategic implications in improving organizational performance and efficiency.

2. LITERATURE REVIEW

2.1 Leadership

Leadership is a person's ability to influence the behavior of other people in certain situations so that they want to work together to achieve predetermined goals. According to Overton (2002: 3), leadership also describes the ability to obtain cooperation and work actions from individuals with full trust [7]. In carrying out his leadership role, a leader has a unique and different style. Overton highlights that the primary focus of leadership is on a person's ability to elicit a response or action from others.

Leadership is a person's ability to influence other people so that they want to follow the direction or wishes of a leader. In general, leadership can be defined as the ability of individuals who have the readiness to influence, encourage, invite, guide, move, direct, and if necessary, force individuals or groups to accept this influence. This aims to achieve a certain goal that has been set (Nisfi Sana & Effane, 2023).

Team leadership in organizations plays an important role in achieving effective team

performance. Through powerful practical and strategic insights, leaders can influence team performance motivation, build strong relationships, encourage collaboration, and better manage conflict. It is important to continue developing your leadership skills and understand the factors that influence good team performance. In this way, companies can achieve better results, increase productivity and create a positive and competitive work environment.

[9]. Leadership indicators according to Marquardt (2002) leader dimensions consist of:

1. Systems thinker
The function of a leader is to solve problems. Effective problem solving requires systematic thinking skills. So a systems thinker is the ability to see the relationship between issues, events and main data to see the overall problem that occurs. This systems thinker is needed to predict internal and external factors that will benefit and harm the organization. systems thinking, change agent, creator, service and administrator, coordinator.
2. Change agent
Leaders must develop and have high competence in creating and managing change so that the organization survives. Because change is a leadership function that produces the high-energy behavior needed to handle change.
3. Creator
Leaders must be creative and encourage and reward creativity. Leaders must be

open to various perspectives and continually try new things.

4. Servants and administrators
Leaders must serve other people, namely employees, customers, communities must be the main priority. Servant leadership emphasizes increased service to others, a holistic approach to work, a sense of community and shared decision-making power.
5. Coordinator
Leaders must be able to coordinate many things at the same time (polychronic). They must work collaboratively with many parties, often facing unusual situations and unusual problems. Leaders need the skill to focus on the big picture as well as the details.
6. Instructors and trainers
Leaders must be able to provide encouragement, motivation and help employees to learn to improve their skills and learning abilities.
7. Leaders must be able to develop the organization's vision and inspire employees, customers and colleagues.

2.2 Leadership Roles

The leadership role running well in a company will improve the work climate which is conducive and able to improve employee performance (Robbins, 1996) in [10]. The role of leadership in facing change in an organization can be observed from the management functions carried out by a leader. These functions include:

1. Plan the necessary changes in the organization and implement the planned changes.
2. Generating and directing organizational resources to realize and manage these changes.

In the process of changing the role, obligations or responsibilities of a leader, there are several steps that must be taken:

1. Clearly define the goals of the desired changes.
2. Identify the type of change you want to achieve.
3. Determine the schedule and time for implementing organizational changes.
4. Accounting for potential risks that may arise as a result of decisions taken in the context of organizational change.

Leadership roles are the regulation of behavior within a particular position. In this context, roles in the organization are determined and directed by leaders to set expectations regarding how individuals in those roles should behave [11].

2.3 Organizational behavior

Organizational behavior studies emphasize the existence of three main factors that determine behavior in an organization, namely individuals, groups, and organizational structure. The study of these three elements aims to apply the knowledge gained to increase the effectiveness of an organization. The success of an organization depends on organizational members who not only carry out routine tasks, but also provide performance that exceeds expectations.

In today's dynamic work era, tasks are often completed within a team framework, which requires a

high level of flexibility. Therefore, organizations really need employees who have the ability to demonstrate behavior that supports togetherness in the organization. This includes the ability to help colleagues on the team, take the initiative to do more work than required, avoid unnecessary conflict, and be tolerant of work-related problems and distractions [12].

Classical organizational theory is a theory that developed at the end of the 18th century, an era often called the Industrial Revolution. Based on existing research, the development of organizational theory cannot be separated from environmental factors which include technology, political systems, social systems, cultural systems, and demography (human physical distribution). According to Hatch (1997:27), in the classical period two large groups of organizational thinkers were found. First, sociological thinkers who tried to describe changes in the form of organizational structure and the roles within it, as well as their implications for wider social life.

Activities are considered effective if the activities can be completed on time according to the predetermined plan. According to Duncan, quoted by Richard M. Steers (1985:9) in Zulkarnain (2012:42), there are indicators that influence organizational effectiveness, namely goal achievement, integration and adaptation.

3. METHODS

This research adopts a research method with a qualitative approach. Qualitative research tends to be descriptive in nature which emphasizes in-depth analysis. The main focus of this research is on process and relevance, with a theoretical basis as a guide to focus research on facts found in the field. This method allows researchers to

explore information holistically and in depth, providing a deeper understanding of the context and complexity of a research topic [13]. Field observation and interview methods were used as data collection techniques in this research. Meanwhile, the literature review process is a method that aims to collect information and knowledge from various relevant documents. This approach includes written documents, photos, drawings, as well as electronic documents that support the writing process and help researchers gain a deeper understanding of the research topic being explored.

According to Umi Narimawati (2008:98) primary data is data that comes from the original or first source [14]. Primary data is information obtained by researchers in the field directly through observing respondents, interviews and distributing questionnaires. According to Hasan (2002) Secondary data is data obtained or collected by people conducting research from existing sources. This data is used to support primary information, where this data can be obtained, namely from library materials, literature, previous research, books, and so on.

According to (Bahri, 2021), the data collection technique is the most strategic step in research because the main aim of research is to obtain data [15]. Technique Data collection used for this research was interviews conducted with the deputy chairman of the Ministry of Industry and conducting observations at the office of the Ministry of Industry Association located on Jl. Dewi Sartika No. 312, Cawang, Kec. Kramat Jati, East Jakarta City, Special Capital Region of Jakarta 13630.

4. RESULTS AND DISCUSSION

Kemberin is an association consisting of tourism business actors who have emerged as leaders in their respective travel agents. Thus, Kemberin is actually a forum where travel agent leaders gather as one association. The following is the result of an interview conducted with the Deputy Chair of the Ministry of Industry using Leadership theory from Marquardt (2002).

1) Systems thinking is a skill to look at the problem as a whole. During the Covid-19 pandemic, many tourist travel businesses experienced a decline in income, which was also felt by the Kamberin Association as a result of all countries implementing a lockdown system, resulting in no tourists traveling. And when the pandemic ends, what a leader does to stabilize the economy again is by collaborating with other parties.

2) Change agent

A change agent, as described by Rogers, is an individual who has influence on a client's innovation decisions in the direction desired by the change agent. The main function of a change agent in development activities is as a communication mediator between two or more social systems. The social system that is the pioneer communicates with the social system that is the client in the change effort.

The initial role of a change agent is to increase development effectiveness by establishing a communication platform for strategic targets. The group formation aims to determine the most appropriate innovation to be used in the development process. The community communication forum in this case is a tourism awareness group, an institution at the community level consisting of community actors with concern, responsibility and a role as a driving force to support the creation of a conducive climate for the growth and development of tourism. This group has an important role in creating conditions that support the realization of *Sapta Pesona*, which aims to increase regional development through the tourism sector and provide benefits to the welfare of the surrounding community [16].

The Ministry of Industry Association was formed during Covid-19, initially only as a campaign inviting people to return to traveling with tourism actors in Indonesia. Which was finally legalized in 2022 by forming an Association.

3) Creator

Leaders always support the creativity of employees and members who join the Ministry of Industry Association. This support can strengthen relationships between members and can also develop the creative ideas of members and employees who join the Kemberin Association. A leader's support is really needed for the progress of employees, members and the business.

4) Servants and administrators

Because the Kemberin Association's members are tourism business actors who have become leaders in their respective travel destinations, it is not difficult to ask for ideas, attitudes from organizers and responsibilities.

5) Polychronic coordinator

The Kemberin Association has a vision, namely to become a gathering place for tourism actors with the aim of advancing Indonesian tourism globally. The Ministry of Industry Association excels in the value of collaboration because the Ministry of Industry always prioritizes the spirit of collaboration.

6) Instructors and trainers

Tourism actors who wish to join the Ministry of Industry Association must already have legal certification and training. If tourism business actors do not yet have legality, they will be guided until they have legality and join the Ministry of Industry Association.

7) Leaders must be able to develop the organization's vision and inspire employees, customers and colleagues.

The vision of the Kemberin Association is to become a forum for tourism business actors. The Ministry of Industry Association wants to advance Indonesian tourism by creating activities to promote tourism, educate tourism human resources.

In leadership roles in this context, they have a good understanding of how to allocate tasks and responsibilities appropriately, and are ready to carry out their role in the organization. Thus, they tend to be responsive and understand the role they play in achieving common goals in the association. The role of the Leader can only be to monitor and provide guidance in their respective fields. The approach implemented at Kemberin shows that each leader focuses on the tasks and responsibilities that have been entrusted to them. This allows them to pay maximum attention to their respective areas of work, while monitoring and guidance is still carried out by leadership within the organization.

In discussing organizational behavior in the Ministry of Industry Association, the researcher used indicators from Duncan quoted by Richard M. Steers (1985:9) in Zulkarnain (2012:42). [17].

1) Achievement of Objectives

When the planned goals are not achieved, the Ministry of Industry will evaluate the process of achieving these goals. This means it is necessary to review the strategy used, not change the goals that have been set. Even though the target has not been achieved, this does not mean absolute failure, but rather an achievement that has not been realized. In this context, companies need to revise the strategies implemented to improve the journey towards achieving the set goals.

2) Integration

To strengthen the relationship between Kemberin and other travel companies, steps that can be taken are to refer to the initial formation of Kemberin, where solidarity was established when experiencing the same suffering. This moment shows that unity and empathy in difficult situations can be the foundation of a strong relationship.

3) Adaptation

The Covid-19 pandemic, which has hit almost all parts of the world and caused a downturn in almost all business sectors, has also had a huge impact on the tourism sector. Out of a high level of concern for the world of tourism, tourism actors gathered and created several tourism movements in the pandemic era until the Return to Tourism Movement was born. "The Association for Returning to Indonesian Tourism started during the pandemic and existed based on the high concern of tourism actors for Indonesian Tourism. "We hope that in the future, the Ministry of Industry's programs can be in line with the Ministry of Tourism and Creative Economy's orchestration and can collaborate with various existing aspects of tourism for the common good" said General Chairperson of the Ministry of Industry, Sean Richard Bangun.

5. CONCLUSION

The Covid-19 pandemic has had a significant impact on the travel and tourism industry, causing a decrease in income and various challenges. Leaders in the Ministry of Industry demonstrate the ability to think systems by looking at problems holistically, and taking collaborative steps with other parties to overcome the negative impacts of the pandemic. The Ministry of Industry Association was initially formed as an agent of change in response to the pandemic. Furthermore, as creators, leaders in the association support the creativity of members to overcome difficult situations faced by the tourism industry. Leaders also act as servants

and administrators, with ease in asking for ideas and responsibilities from members who are travel agent leaders .

Kemberin as the polychronic coordinator , has a vision to become a forum for uniting tourism actors for the progress of Indonesian tourism globally. Collaboration within the association is a priority value, and this is reflected in joint efforts to promote tourism and support the development of human resources in the tourism sector. In the context of instructors and trainers, the Ministry of Industry sets standards that tourism actors who wish to join must have legal and certified training. This shows the association's commitment to quality and professionalism in the industry. Leaders in the Ministry of Industry also have a role in developing the organization's vision and inspiring members to advance Indonesian tourism. Even though the pandemic forced strategy changes and adaptations, the association remained true to its goals.

Overall, leaders within the Ministry of Industry play an important role in managing the challenges and crises faced by the tourism industry. They demonstrate a good understanding of leadership, allocate tasks and responsibilities effectively, and are responsive to their respective roles in achieving common goals.

SUGGESTION

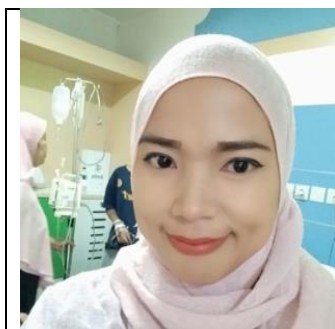
It is hoped that the Ministry of Industry can continue to play a positive and proactive role in supporting its members and increasing their contribution to the sustainability of the tourism industry in Indonesia.

The suggestions for future researchers are: For future researchers who will carry out the same study, they can develop research objectives that they want to research and focus more on what is being researched.

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