

LEADERSHIP FACTORS INFLUENCING THE SUCCESS OF THE NATIONAL CHAMPION POSDAYA

Francy Iriani
Trilogi University

Email: francyiriani@yahoo.com

In a country where most people has the symbolic view of leadership, (Robbins & Coulter;2013) and the high context culture where the leader is center of the organization (Kinicki&Kreitner;2010), (Yukl;2008), the success of an organization is highly dependence on the leader. *Posdaya* stands for *Pos Pemberdayaan Masyarakat*, or the social movement of empowering people, is a movement that form in a social organization, is aligned with the government's goal of providing social welfare. This research wants to know on what leadership factors that influence the success of the national champion *Posdaya*. This research is a qualitative research (Czarniawska; 2004), (Cresswell; 2007), (Denzin & Lincoln;2009) with the aim of knowing what factors influencing the *Posdaya* and what leadership factors that has been successfully brought *Posdaya* to became a national champion. This research will use primary data that obtained from interviews with the *Posdaya* organizers who are the sample of the research. The interview will be coded using manual coding Saldana (Cresswell; 2007). The data will then be tabulated follow with the mapping of the leadership traits, characters and factors that make an organization achieving its goal. The map then will be compared with leadership theories (Yukl;2008), (Schermerhornm Hunt & Osborn; 2007) (Dubrin; 2010), (Hugh, Ginnet and Curphy; 2012).

Keywords: Leadership, empowerment, social welfare, economy.

INTRODUCTION.

Empowering society is one of the most important things in developing a nation, especially on human development. Indonesia is one of the country make coaching goals/objectives, where empowering the society is one of many ways to enhance the nation's welfare. One of the social organizations that has congruent objective on developing its society and maintaining social welfare is *Posdaya*. The *Posdaya* stands for *Pos Pemberdayaan Masyarakat*, or Society empowerment actions,

empowering society by doing some economy and social activities. By doing so, social welfare of local people can be achieved. Besides helping local people, it is synergizing the activities with the local government's goal, to achieve a social welfare.

Posdaya Ngijo, a social activity of the people of Ngijo village, located in Kabupaten Bantul, Yogyakarta, Indonesia. This social organization has already twice being the national champion Posdaya, in 2014 and 2015. This championship is held between more than 40.000 unit Posdaya in Indonesia. Coordinating activities and developing an organization, especially where people are volunteering on doing so, is not an easy task. Yet this organization can be the nation champion, and more, the leaders of this social organization has done some mentoring to other villager nearby. They develop the nearby community and empowering the society of those villages.

A leader in organization plays an important part. An effective leader can bring the organization to achieve its goal, and inturn enhancing the welfare of the members. In a country with the symbolic view of a leader, that roots from the high context culture, the leader's role is very important. Indonesia is one among many hight context culture and in its society the effective leadership is vital to their success. In this research, the researcher wants to know on factors influencing the success of Posdaya Ngijo, which located in one of Indonesia provinces, on factors that make this organization become the national champion. This research is also aimed at knowing the leadership characteristics or the behavior and the competency of its leaders.

Conceptual framework

This paper aimed to discuss on the leadership competence and characteristics of the leaders of the Posdaya Ngijo and see the factors

affecting the success of the Posdaya to be the national champions. This study is also discussed on the leadership style, vision and his/her

leadership directions, advancement and effectiveness, pride and respect, empowerment and trust of the Posdaya leaders (pengurus Posdaya). This includes regional decision making, accountability, honesty and integrity, motivational, inspirational and leadership characteristics and competence such as communication, delegation, and openness are also discussed. Success factors affecting the Posdaya to be the national champions are also captured and discussed in this research.

The research data are taken using two methods: structured questions and interviews. To get initial condition and activities done by the Posdaya, researcher is first drawn a structured question to all leaders in the organization. The data gathered from this structured questions then tabulated and described. Second method of gathering the data is done by interviewing the Posdaya leaders. The data from the interviews with some informants are then reduced, displayed and then drawn to the conclusion and verified by using Miles-Huberman method (1984) and coded using the coding steps proposed by Johnny Saldana (2009) to see the emerging patterns of leadership on the research objects. Themes and concepts from the interviews then analyzed to answers to the research questions. Creswell (2007), said that validity of the data taken from the interviews should be tested via credibility and conformability test. Researcher then tested the credibility of the data using triangulation.

The theories used on this research are leadership theories, and part of sociological theories such as empowerment, theory of organizational behavior such as trust, motivation, honesty, satisfaction and communication.

Social Empowerment.

Cecillia Lutrell et all (1993) on their paper for Overseas Development Institute, a publication of UN, said that the root of the word empowerment came from the word power. Empowerment as defined on Wikipedia refers to "...policies and measures designed to increase the degree of autonomy and self-determination in the lives of people and in communities in order to (re-)enable them to represent their interests in a responsible and self-determined way, acting (again) on their own authority"

(<https://en.wikipedia.org/wiki/Empowerment>). Whitmore (1988) defines empowerment as "an interactive process through which people experience personal and social change, enabling them to take action to achieve influence over the organizations and institutions which affect their lives and the communities in which they live". Emilie Combaz and Claire McLaughlin from GSDRC, a publication of University of Birmingham defined empowerment as "Social empowerment is understood as the process of developing a sense of autonomy and self-confidence, and acting individually and collectively to change social relationships and the institutions and discourses that exclude poor people and keep them in poverty" (<http://www.gsdr.org/topic-guides/voice-empowerment-and->

accountability/supplements/social-and-economic-empowerment/)

an interactive process through which people experience personal and social change, enabling them to take action to achieve influence over the organizations and institutions which affect their lives and the communities in which they live Adam, Robert (2008) defined empowerment as “The capacity of individuals, groups and/or communities to take control of their circumstances, exercise power and achieve their own goals, and the process by which, individually and collectively, they are able to help themselves and others to maximize the quality of their lives”. Empowering communities allowing citizens to have a more intense communication on the community meeting and to participate in community decision making. Rappaport (1987). The scholars of social psychology pointed out that "by empowerment I mean our aim should be to enhance the possibilities for people to control their own lives" so here we can say that by giving the society more power, they can help them self to enhance their own welfare. Social empowerment in the case of Posdaya Ngijo can enhance the community welfare. They are done by serial activities, including economic activities that give them chance to earn some money while doing the social works for the community.

Leadership, Characteristics and Competency.

So many definitions of leadership that almost make us confuse on understanding it. If we see one definition with another, we can see that most of author defines leadership depending on their own perspectives. Warren Bennis on the Administrative Science Quarterly (1959) defined leadership as “the process by which an agent induces a subordinate to behave in a desired manner”. F. Fiedler, on his book A Theory of Leadership Effectiveness (1967) defined leadership as the directing and coordinating the work of group members. So if we compare the two definitions, both theories saw leadership as a process but Bennis is more on the behavior. Mumford, M. D. et al on the Leadership Quarterly on their paper titled “Leadership skills for a changing world” quotes leadership as a complex form of social problem solving. Here leadership is defined more to the outcomes rather than the process. This kind of definition is also quoted by Campbell (1991), Leadership are actions that focus resources to create desirable opportunities. Another definition of leadership quotes by McShane and Glinow (2008) “Leadership is about influencing, motivating and enabling others to contribute toward effectiveness and success of the organizations of which they are members”. Here, it’s not only the leader that should be in place but the

member is also affecting the outcomes of the group. Luthan (2011) quotes leadership as " ...besides influence, leadership has been defined in terms of group processes, personality, compliance, particular behaviors, persuasion, power, goal achievement, interaction, role differentiation, initiation of structure and combinations of two or more of these". Kreitner and Kinicki (2012) besides defining what leadership is, they also stated that leadership can be defined in four terms, that is: (1)Leadership is a process between leaders and followers; (2)Leadership involves social influence; (3) Leadership occurs at various levels in the organization ..., leaders build culture and bring about changes in the level of organization, (4) Leadership focuses on achieving goals. So we can conclude that leadership is a process of social problem solving, activities that coordinates members, a social influence, but they also take into consideration of the compliance (of the rules and regulation), it's also about power, interaction, role differentiation and actions that coordinates resources with the outcomes of effectively achieved goals.

Hughes, Ginnet and Curphy (2012) defined community leadership as "...the process of building a team volunteers to accomplish some important community outcome and represents an alternative conceptualization of leadership behavior". Community leadership is needed when a group of people gather and volunteer on a social activities

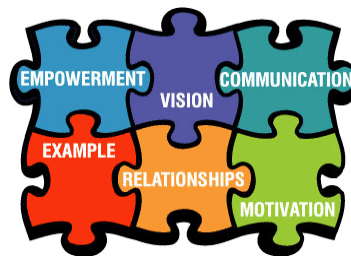
to rise funds, to do social activities such as making the environment greener or managing the waste or doing some economic activities to enhance their own welfare in most cases in Indonesia, the community leadership, if the activities are taken place in a village or in a city, the head of the village or the major or their spouse be the leader of the community. The more congruent the goal of the community with the government's goal, the more chance of success and the more effective of these activities achieving its goal.

Another important thing in leadership is the partnership. It's the attitude of the leader toward the follower. DuBrin stated that leadership is a partnership between the leader and the member of the group. Partnership can be defined as a collaborative relations between entities to work together to achieve a certain desired goal. On his book titled *Stewardship: Choosing service over self interests*, Peter Block (1993) said that between the leader and the member are connected in a way where their powers are equals. It means that the partnership will go well if there is an equal power between the leader and the member or there is no dominant person on that partnership. There are four things that make an effective partnership: 1).Exchange of purpose. Everyone in the organization is responsible for defining

vision and values. The leader helps articulate a widely accepted vision. 2) A right to say no. On a good partnership, no one can be punished of expressing a contrary opinion. One can lose an argument, but never a voice. 3) Joint accountability. Every personal in the organization is responsible for the outcomes both the success and the failure of the organizational unit. 4) Absolut honesty. It is an act of betrayal if one is not telling the truth one another in a partnership.

A leader has some traits, characteristics and competencies that are different than non-leader. Their trait is related to the success of the organization they lead, as discussed by Du Brin (2013) are: 1).Self- confidence. This is actually not only a personality trait, but also a behavior and interpersonal skills. 2).Trustworthiness. Being trustworthy and honest contributes to leadership effectiveness. 3).Sense of humor. Humor is an important part of a leadership that adds to the approachability and people orientation of a leader. 4) Authenticity. Authenticity is being genuine and honest about the personality, values and beliefs as well as having integrity. 5) Enthusiasm, optimism and warmth. Enthusiasm is often taken in the form of optimistic. Warmth helps establish rapport with group members. 6) Assertiveness. Assertiveness refers to being forthright in expressing demands, opinions, feelings and attitudes. 7) Extraversion. A leader who is extrovert is one who is gregarious and outgoing in most situations. This trait is stated to

be the most related personality to the leadership effectiveness. Another theory on leadership traits are discussed and drawn in this picture below:



The Leadership Jigsaw

Source: <http://ecusaaj.tripod.com/id1.hl>

In this leadership jigsaw, a leader should be empowering the member, has clear visions, able to communicate effectively, a living sample of what he preached, a person who has the competence of building a good relationship and able to motivate them self and the rest of the organization.

The theory on leadership competence stated by The Performance Juxtaposition Site, a site for HR and leadership

training as the picture below:



Source :

<http://www.nwlink.com/~donclark/hrd/case/chart1.html>.

Accessed Sept 29th 2015

On the picture above, leadership competence is among three other competencies needed by a business leader, professional competencies, core competencies and leadership competencies. The leadership competencies, according to this site consist of the leadership abilities, visioning programs, creates and lead teams, access situations quickly and accurately, foster conflict resolution, project management, implement employee (society) involvement strategies and coach and trained peers and subordinates.

The Study.

The first activity done by researcher was drawn a structured questions to all of the Posdaya Ngijo leaders. There are 31 leaders in this social organization, and 27 of them answered the questions. The bio data of the informants are as follows: On their education: 1 person only having their basic/elementary school education, 3 persons finished their junior high, 11 persons finished their high school, and 4 persons are graduated from Diploma programs. And 8 of them are having their bachelor's degree. 88% of them are already 6 years becoming the member of the Posdaya Ngijo; means they were there when the social activities called Posdaya was founded.

On the structured questions, the Posdaya leaders should give

their opinion, whether they are very rare, rare, doubt or sometimes, often and very often doing things that are questioned. The questions are divided into 6 broad categories, which are: serving the member, monitoring the activities, mentoring the members, coaching the members, questions on the achievement/performance and the member's satisfaction. The answers are listed below:

The first 6 questions are on how the leader serves the members:

1. All leaders said that they are often (70% and very often (30%) to spare time to as the members to be active in the social activities of Posdaya.
2. 85% of the leaders often (70%) and very often (15%) helps to increase the member's potentials and help them to overcome their problems.
3. 74% of the leaders agreed that they often and very often consistent on informing members on the current situation. 26% of them seldom or just sometimes sharing information to members.
4. 81% of leaders are often and very often developing ways to serve the members and try to develop the organization.
5. 82 % of leaders feels satisfied that they can help members to achieve the success of the Posdaya.
6. 96% of leaders often and very often treating their members with dignity.

Questions no 7 to 10 are on monitoring the Posdaya activities.

7. The leaders are varied in answering question no 7, which is focusing on things which are going on wrong in the Posdaya. 60 % answer they are rare and seldom focus on the wrong things happened in the organization; only 40% are frequently and very frequently do so.
8. On the question number eight, 52 % of the leader said that they are very rare, seldom (26%) or only sometimes (26%) concentrate on recording and remembering on what has been wrongly done by the member. On the contrary that this method of knowledge management can make betterment in the future, the Posdaya leaders thought that it is not good to remember on other people's mistakes.
9. The same case with the question number nine. 56% leaders thought that they were seldom, very rare recording and remembering on mistakes done by members. The value of maintaining harmony (by not recording and remembering mistakes done by members of the unit they lead) is very strongly held.

10. On the question asking those leaders, whether or not they take a proactive action and not waiting for bad things happened and undermine harmony, the answers were: 63% of the leaders often and very often do so. 19% said sometimes and 18% said never or seldom do so.

Questions no 11 to 15 are asking on mentoring.

11. All leaders are often (51%) and very often (49%) collaborates on helping all members to grow.
12. 77% of leaders answered that they are often and very often getting a reward for implementing new ideas.
13. 96% leaders think that the Posdaya Ngijo are often and very often give support to those who help others or becoming a mentor for other members.
14. 85% leaders often and very often helps the members of their unit to make a plan for Posdaya activities.
15. The same answer for this question,85% of leaders often and very often help members to enhance the member's welfare.

The questions no 16 to 20 asks on Coaching.

16. The Posdaya leaders answer varies on the question whether they coach the member of their unit. 37% answer seldom and sometimes, 44% often and 19 others are very often coaches the member. Seems that this is an almost mature stage of organization where members know their task already and need no or little coach on doing their task. Even the members of the Posdaya Ngijo did some training to the nearby villages on social and economic activities.
17. Answers are varies on the question whether the leader make coaching goals/objectives. 33% answer sometimes, 37 % often and 30% others answer that they are very often make coaching goals/objectives. This answer to the 16th questions why the members of units need not many coaching, because the leader has the clear goals/objectives on what should be done.
18. 41% leaders answer they are only sometimes use a formal coaching techniques. Other 52% leaders said they are often and very often coach the members. Researcher found on the interview that Posdaya Ngijo runs some formal meetings (once a month, once a week, depending on the activities and the number of units that meet) and sometimes use that chance to coach the members.
19. 89 % leaders answer that they are often and very often use empathy and positive reinforcement as the coaching relationship.
20. 93% of the leaders said that they are often and very often commit to the advancement of the members.

Question no 21 to 23 asks on the performance and questins no 24 to 26 asks on the member's satisfaction.

21. 93% of the leader agreed that they are often and very often worked toward increasing success.
22. 93% leaders said that they are often and very often have the enthusiasm to work harder.
23. On the question number twenty three, 37% of the leader said that they are only sometimes worked more than expected by the chairman. 63% others said that they often worked more than expected. From this answer the researcher then try to find out and the reason behind is that the leaders of the Posdaya units are just being humble. Actually what they did has resulting some prestigious accomplishment. One example is, they can raise fund as much as Rp.1.300.000.000 to build mosque in their village. A very huge amount of money that can be raised for such a small village. Besides being Posdaya champion for two consecutive year, they also got a silver medal from the mayor of Yogyakarta city for their wasting management activities (Pengolahan sampah).
24. 44 % of leaders only sometimes feel satisfied to the method they use to lead the Posdaya unit and the other 48% said they often satisfied.
25. 26% leaders said that they sometimes worked in a satisfactory manners for the members. 74% others said that they often and very often worked in a satisfactory manners for the members.
26. 93 % leades said that they often and very often committed to the betterment and achievement of the members/Posdaya activities.

The second research activity is done by interviewing some informants. Out of 31 leaders, researchers then questioned 7 of the leaders, especially those who have a bigger responsibility and the successful activities or performing the major task on the Posdaya unit organization. Based on the answers of the informants, and compare to the theories on leadership trait and competencies, the researcher is convinced that Posdaya Ngijo is a mature organization where there is a strong bond and relationship between the leader and the followers. The followers of the Posdaya Ngijo are ready to be led and the leader shows the traits of effective leaders.

The characteristics and competency that most leaders showed on Posdaya Ngijo are as follows:

1. Trustworthy. Every unit in the organization needs a leader who is

- trustworthy, especially on the finance unit.
2. Cooperative. To manage well, all units in Posdaya Ngijo need a collaborative leader.
 3. Motivating. Not only motivating self, the leader in Posdaya Ngijo needs to motivate all members because activities here sometimes done without any financial rewards.
 4. Detail. All units in Posdaya need the leader to see all into detail.
 5. A good planner. The plans are discussed between those leaders with the chairman of Posdaya Ngijo, before it is socialized to the member or society.
 6. Providing time. Most of leaders always spare time for the activities. They almost always come when they are needed.
 7. Walk the talk. Especially the chairman of Posdaya Ngijo, she did what she preached, so we can say that this organization is having a very good leader and her leadership is effective because she maintain to be the example to the members.
 8. Decisive. All decision are made in the level of coordinative meeting.
 9. Coordinative.
 10. Strategic thinker

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