



LEADER OF CHANGE BASED ON THE PERCEPTIONS OF THE BUGIS AND MAKASSAR COMMUNITIES

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Accepted: May, 30th 2022

Published: June, 21st 2022

Abstract

Nowadays, the organization can be called a boundaryless organization, as moving from one organization to another and from one place to another is inevitable. In this regard, understanding the condition and characteristics of a society and culture is a must for a leader. A leader, especially a change leader, has to understand the culture, as he or she has to influence subordinates to follow the organization's objectives, without employees' commitment and support, the organizational change will be hard to achieve. Meanwhile, Indonesia consists of thousands of islands with various ethnics and cultures, making Indonesia a very diverse country, which then makes a leader should have an understanding of the characteristics of the people in the organization. The ethnic of Bugis-Makassar is the majority of the ethnic who stay in Makassar city. This study uses a qualitative approach with FGD as the tool in data collection. The number of participants is 30. The results show that the majority of the participants prefer to have a leader with the role of Coach compared with the other two roles. This result is expected to have contributed to the change leader that will be assigned in the organization with the majority of people from Bugis-Makassar.

Key words: *Organizational Change; Leadership; Cross-cultural, Bugis-Makassar*

How to Cite: Mangundjaya. W.L, Bakar .R.M. (2022). Leader of Change Based on The Perceptions of The Bugis And Makassar Communities. *JUPIIS: Jurnal Pendidikan Ilmu-ilmu Sosial 14 (1): 44-51*

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ISSN 2085-482X (Print)

ISSN 2407-7429 (Online)

INTRODUCTION

Indonesia consists of various ethnic groups and has very diverse customs. Understanding local or local policies has a significant role in human resource development, leadership, and organizational development. This includes how to deal with change, as well as leadership styles of change in each of these cultures. This understanding of cultural diversity is needed to better understand the attitudes and characteristics of human behavior. Every human being has differences, and these differences are caused each individual has his or her own characteristics, which are influenced by culture and the upbringing they receive in the family. The existence of cultural diversity in Indonesia, this study discusses the culture of the Bugis and Makassar tribes because the Bugis tribe is one of the large and most influential ethnic groups in Indonesia. Makassar is one of the regions in Indonesia that has a diversity of races, languages, cultures, and others.

Meanwhile, changes in the environment require the organization to change, and to be able to achieve the goals of organizational change, many factors play a role, including 1) human factors or employees who work in the organization, without the support and commitment of employees, organizational change will occur. Announced that it will be difficult to achieve (Mangundjaya, 2019) and 2) the leader factor because an effective change leader will be able to influence employees to follow the changes that have been announced (Mangundjaya, 2019; Mangundjaya & Wicaksana, 2021). The purpose of this study is to identify how the preferences for leadership roles change in the Bugis and Makassar communities and the extent to which culture influences a person's change leadership style. This research is needed because there is still limited research related to cultural issues in relation to leadership style change, even though knowing about leadership preferences is needed for leaders who will direct organizational change in a particular society and culture so that the planned changes will be successful.

Discussions about change leaders have been based on the concept of leadership from Western countries (Anderson & Anderson, 2010; Gilley et al., 2008; Herold et al., 2008; Palmer et al., 2009). In this case, Mangundjaya (2022) develops change leadership based on data from various communities and ethnic groups in Indonesia showing that there are three dimensions of change leadership, namely 1) Change pioneers, namely leaders who have

insight and vision for the future. Regarding the organization that will be achieved and the changes that need to be made, 2) Change enablers, namely leaders who are able to direct and lead the organization towards the desired changes, and 3) Coaches, namely leaders who are able and willing to assist employees in undergoing the existing change process (Mangundjaya, 2022).

RESEARCH METHOD

This study uses a qualitative approach with the Focused Group Discussion (FGD) method, which consists of a) HR practitioners of private companies and b) Academics (Hasanuddin University and Makassar State University). A total of 30 participants were conducted 2 (two) times. During the FGD, participants discussed various questions, namely: a) What is a change leader; b) What are the characteristics of a change leader; c) the extent to which culture influences change leadership; and d) What are the characteristics of the Bugis and Makassar cultures. The results of these answers are then processed and analyzed using content analysis and compared with theories and concepts regarding change leadership and the percentage of each leadership dimension/role is calculated.

RESULTS AND DISCUSSION

Definition of Leader of Change

Leader of Change is a leader who is able to respond quickly and precisely to environmental changes, has the ability to innovate, has a commitment to change, and has intelligence in thinking. From this understanding, it can be seen that the demands of a change leader are to have the ability to adapt and respond quickly to changes in their environment.

According to the Bugis and Makassar (Mangundjaya, 2019, 2022) a change leader is a leader who is intelligent, quick in making decisions, and committed to change. Leaders must also have creativity and the ability to think or take actions that aim to find solutions to problems intelligently, think and act differently (out of the box), unusual, original, and bring appropriate and useful results.

A leader must also be innovative by utilizing thinking, imagination ability, and the ability to process various stimulants to produce new products, either for himself, his environment, or the organization. Commitment to leadership is an important factor that strengthens him as a leader in carrying out his

responsibilities. As a change leader, he must also maintain dedication and have a firm commitment to the changes that have been announced.

Characteristics of Leader of Change

According to the participants, a change leader has several characteristics, including:

a) Have a vision and mission for the future.

A change leader must be visionary, in the sense that he must have a vision for the future to advance the organization and the extent to which organizational change needs to be carried out.

b) Respond quickly.

A change leader must be able to respond quickly to changes that occur in his environment.

c) Dynamic.

A change leader is a dynamic person who is able to adapt to changes in his environment.

d) Dare to take risks.

A change leader ideally is someone who is able to take risks. In this case, he also has the ability to anticipate the risks he will face.

e) Able to solve problems.

During the transition period, there will be many problems that will affect the effectiveness of organizational change. For that, a change leader needs to have the ability to solve problems.

f) Having influence.

Change leader needs to have the ability and skills to influence others. This ability is very necessary because he must be able to communicate the goals, as well as the benefits of change for employees and the organization. With the ability to influence, it is hoped that subordinate members will be willing to follow organizational changes.

g) Able to deal with the existing differences.

Organizations consist of employees who have different characters, this will lead to reactions, both in the form of different attitudes and behaviors. For this reason, a change leader should have the ability to deal with differences in character and appreciate the diversity that exists in his organization.

h) Have commitment and consistency.

A change leader must be committed to the success of change and have consistency in what he says and does.

i) Able to protect.

During the transitional period of change, there are many influential variables in the

organization, all of which can cause anxiety in organizational members or employees, so a change leader who is able to protect all employees will be able to calm all members of the organization.

j) Become a role model.

Change leader, whether we like it or not, is a role model followed by all their subordinates so that he becomes a source of reference and inspiration for the attitude and behavior of all employees.

k) Responsible.

A change leader must be able to demonstrate his responsibility to the organization, both regarding his duties at work and as a change leader. As a role model for all employees, especially in terms of the success of a change, the responsibility is quite large.

l) Has resilience and toughness.

In the transitional period of change, many things can happen, may or may not be pleasant, and may even experience resistance to change from employees in various forms. For this reason, a change leader must be able to deal with these various reactions and still have resilience, resilience, and resilience in dealing with various situations.

m) Have integrity.

Change leader needs to have integrity and honesty. This is not only limited to integrity issues related to material issues but also integrity related to the existence of a word between words and actions, as well as doing things according to the norms and regulations that apply even though no one is supervising them.

n) Have self-confidence.

A change leader must have confidence and confidence in his strengths and abilities. This is necessary because, without this self-confidence, it will be difficult for him to be able to behave, act or direct others, including his subordinates.

Based on the results of the discussion above, it can be seen that a change leader is someone who is able to initiate a change with the vision he has. This role, according to Mangundjaya (2022) is called a change pioneer. A change leader is someone who is able to respond quickly to changes, is able to solve the problems he faces, is willing to take risks, has the influence to direct his subordinates, is able to deal with differences, and has a commitment to change. According to Mangundjaya (2022), this

is all included in the change enabler category. The change leader is also a role model who can protect his subordinates and has good personality qualities, including being dynamic, having integrity, resilience, and having great self-confidence. This is based on the category of the change leader's role in the coach category.

According to the Bugis and Makassarese, the characteristics of a change leader, among others (Mangundjaya, 2022), are: dynamic, responsible, visionary, anticipating risk, resilient, and having high integrity. In addition, they are also committed to promises and consistently complete tasks, are able to solve problems and act quickly. He also believes in his strengths and abilities and dares to take risks.

The change leader is a dynamic person and is able to carry out the tasks assigned to him, including conducting evaluations. A change leader also requires courage in facing and taking risks at a certain level. According to them, the risk is always present in every action in planning and implementing a change, there will always be a risk that can affect both the leader who initiates and/or leads the change, as well as to his followers, as well as to the groups and organizations involved.

A change leader must be able to get out of his comfort zone, understand the various challenges faced, and be oriented to innovation with confidence. Visionary leaders are able to formulate and sell the vision and manage the organization professionally. They also should have a good problem-solving skill to face the various difficulties, and always think positively in dealing with problems.

The change leader also need to gain the support and trust of group members to realize their vision. Change leaders must have integrity. A leader must also be able to handle employees who resist and reject organizational change, due to various reasons. They should have the ability to listen to their subordinate's concerns and complaints, and find a way to overcome these difficulties. They should also have the ability to influence, persuade and smoothen the negative feelings of the employees toward the planned organizational change that have been established. This is the role of coach, and as a coach the change leader also act as a role model, who always have the consistency between their words and actions.

Various opinions from the Bugis and Makassar tribes in the city of Makassar in terms

of preferences of the role of a change leader. From the answers, it can be obtained 3 (three) types of change leader roles, namely: a) change pioneers, b) change enabler, and c) coach, with the majority change leader as a coach.

Bugis and Makassar's preferences regarding the role of change leaders

Based on research in the city of Makassar, the profile of the preferences of the Bugis and Makassar people regarding the role of change leaders is obtained, which are as follows (Mangundjaya, 2022):

Table 1. Change leader role preferences

No.	Characteristics of Change Leader	Role of Change Leader
1	Believe that change leads to the better	Change pioneer
2	Consistent on vision	Change pioneer
3	Have a clear vision	Change pioneer
4	Innovative	Change pioneer
5	Know the direction of change	Change pioneer
6	Able to anticipate risk	Change enabler
7	Able to complete change program	Change enabler
8	Able to control the change process	Change enabler
9	Able to convince people to understand the organization's vision	Change enabler
10	Able to evaluate the change process	Change enabler
11	Communicate well	Change enabler
12	Dare to take risks because of change	Change enabler
13	Make decisions fast and accurately	Change enabler
14	Steadfast in controlling change	Change enabler
15	Want to get out of from comfort zone	Change enabler
16	Adaptive	Coach
17	Able to give advice	Coach
18	Able to identify the strengths of subordinates	Coach
19	Become a role model	Coach
20	Believe in own strengths	Coach
21	Credible	Coach
22	Commit to organizational change goals	Coach
23	Discipline	Coach
24	Dynamic	Coach
25	Have a high Integrity	Coach
26	Have self-confidence	Coach
27	Intelligent	Coach
28	Loyal to the organization	Coach
29	Open to new ideas	Coach
30	Responsible for all his/her actions	Coach
31	Resilient	Coach
32	Willing to listen	Coach

No.	Characteristics of Change Leader	Role of Change Leader
33	Willing to support others	Coach
34	Willing to take the consequences for organizational change	Coach

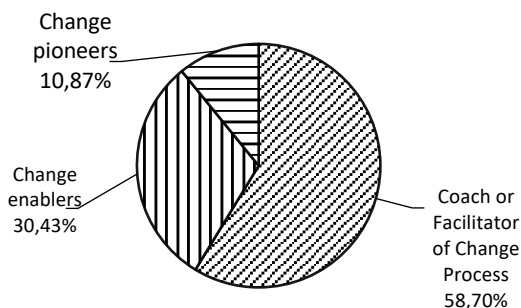


Figure 1: Profile of the change leadership role preferences of the Bugis and Makassar communities.

From Table 1 and Figure 1, it can be seen that the proportion of change leader roles with the highest number is the role of change leaders as coach or facilitators of the change process, followed by change-makers, or change enablers and change pioneers, which are 58.70%, 30.43%, and 10.87% consecutively. This profile shows that the Bugis-Makassar community prefers a change leader who has the characteristics of a coach, where he is willing and able to motivate his subordinates, listen to and understand the condition of his subordinates when they have to undergo organizational change, which can be a painful process and make his subordinates less comfortable. As a coach, he is also required to have superior characteristics that are expected of a role model.

To what extent does culture influence change leaders?

In general, participants stated that culture influences a change leader in the way he directs and leads change, and vice versa, a change leader must adopt the leadership style he uses to local conditions and culture. More fully, how the cultural process influences change leaders are as follows:

a) The process of forming behavior starts in the family.

Character is formed since childhood in the family, in this case, one's attitudes and behavior are also formed, including one's leadership style, both in directing and leading change. In other words, parenting and processes in the family will shape the character of a change leader.

b) The process of formation through culture and norms in society.

The norms, beliefs, and values prevailing in society shape the culture of a society, and this culture influences the way a person behaves and acts. These all contribute to the way a person leads, including in leading a change.

c) Adjustment of leadership style to local culture. Leaders need to have sensitivity to local culture, which can be called cultural intelligence. For this reason, all change leaders need to understand the local culture, including the culture of their own ethnic group. This makes him a good mediator. Leaders also need to pay attention to the delivery method, which needs to be adapted to each region and culture. This is because people still respect their respective traditions. Leaders also need to know who is the informal leader in the organization, which includes knowing what ethnic group they are from and what their characteristics are.

Based on the discussion above, it appears that the participants consider that culture has a significant influence on change leaders, both in shaping their leadership style and in adapting to the local culture.

Characteristics of Bugis and Makassar People

a) Have high self-esteem.

In general, someone who comes from the Bugis and Makassar tribes has great self-esteem. For them, self-esteem is everything, so they will be easily offended if this is considered to have been related to self-esteem. The Siri concept is a concept that describes the importance of one's self-esteem for those from the Bugis and Makassar ethnic groups.

b) Orientation for big progress.

Someone who comes from the Bugis and Makassar tribes has an orientation to progress and a desire for high achievement. This makes him willing to try his hardest and work hard to achieve what he aspires to.

c) Likes challenges.

Someone who comes from the Bugis and Makassar tribes also likes challenges, they don't like easy things but instead become motivated to work when faced with a challenge.

d) Never give up, resilience.

Someone who comes from the Bugis and Makassar tribes is also known as someone who has an unyielding attitude and has high

resilience. This makes them not easily discouraged and tenacious and persistent in the face of various obstacles. For them, the problem is not an obstacle but a challenge.

e) Have a strong brotherly spirit.

The Bugis tribe is also known as a person who has high kinship ties. This makes them always work hand in hand, help each other, and help each other in achieving their goals and in overcoming problems. A strong sense of togetherness towards family members, friends, and colleagues is one of its characteristics and characteristics.

f) Able and easy to adapt to local culture.

The Bugis and Makassar tribes are generally happy to migrate and actualize themselves in other places that are not their birthplace. This makes them need to have the skills and flexibility in adapting and adapting to the culture to which they migrate (local culture). This condition makes them motivated to be able to easily establish relationships with other people and adapt to the local culture.

g) Influenced by strata.

In general, the people of the Bugis and Makassar tribes are actually divided into several strata, namely those who are descendants of the king, ordinary people, and those who have even lower strata. However, at this time, the application of these strata is not too strong, and people are more concerned with a person's performance, although the origin is still seen and paid attention to.

h) Loyal.

The Bugis and Makassar tribes have a loyal attitude in friendship and daily relationships. Loyalty is important, and they will not betray friendships and well-established relationships.

i) Emotional.

The Bugis and Makassar tribes are also known as temperamental, emotional people and are often referred to as "short axis", in the sense of being easily offended, especially if it is considered to have offended their self-esteem.

j) Speak with a loud intonation.

In general, someone who comes from the Bugis and Makassar tribes has a loud tone and intonation. This does not mean they are in a state of anger, but indeed in their daily communication, they often have a high tone of voice.

k) Stubborn.

A person who comes from the Bugis and

Makassar tribes is also famous for being stubborn, hard on his opinions, and less willing to give up if he feels his opinion is right.

l) Less orderly.

One of the weaknesses of the Bugis and Makassar tribes is that they are less orderly, meaning they are less willing to follow the applicable systems, procedures, and regulations. They will be happy to make a breakthrough when deemed necessary.

m) Considering showing off is able to increase social strata.

Self-esteem and gaining a place in society is one of the positive values for those who come from the Bugis and Makassar ethnic groups, this makes them often show behaviors that tend to be categorized into "showing off" behavior, for example: showing off wealth, showing off their position and his achievements. This is done with the hope of increasing their social status in society.

Based on the discussion above, it can be seen that someone who comes from the Bugis and Makassar ethnic groups is a person who has high self-esteem, this makes them easily offended if someone they think offends their self-esteem (Siri), and with an attitude that tends to emotional and temperamental, this can have a negative impact and can even lead to someone's death (Farid, 2014). Meanwhile, Bugis and Makassar people have high fighting power, obstacles for them are not a challenge to produce a good performance, and good achievements and performance are needed to be able to improve their social status in society because for them, social status and strata are important. In addition, it can be seen that the Bugis and Makassar ethnic groups are loyal, and upright and will not betray their colleagues or take what is not their right. This is in line with what was conveyed by Qamar et al. (2017) as Lempu. They are also people who are hard in opinion, brave in opinion, tenacious and brave to face obstacles, such as the characteristics mentioned as Warani (Qamar et al., 2017). These various characteristics will also influence them in leading and directing change when they act as change leaders.

DISCUSSION

The results showed that the Bugis and Makassar tribes perceive a change leader as a leader who is able to react quickly to change (agile). This is in line with what was stated by Cran (2016),

that as a change leader, he must be able to make a transformation within the organization. Leaders must also be able to agilely adapt to changes in their environment (Hayward, 2018).

The results also showed that as a change leader, one must have all 3 (three) roles, both as a Change Pioneer, a Change Enabler and as a Coach (Mangundjaya, 2022). However, especially for the Bugis-Makassar community, it appears that the most preferred role of a change leader is as a mentor (Coach). In this role, a change leader must be willing and able to act as a coach who can protect his subordinates and build a sense of self-confidence for his subordinates. This is in line with what was mentioned by Mangundjaya (2016, 2019), which states that a change leader will not be able to immediately bring up the behavior of commitment to change but must go through the development of a sense of psychological empowerment from his subordinates. In other words, a change leader must be able to develop his subordinates and the organizational environment to be able to gain commitment to the organizational change that has been proclaimed.

Moreover, the results showed that Bugis and Makassar people like to be heard, listened to, and have all the supports from the change leader, rather than having a change leader who only giving orders and lead to follow the change process. Further, the results showed that people of Bugis-Makassar do not like Change leader who only has a vision but won't be able to take action, both in leading toward the vision and objectives that have been planned, and to support the people during the process of change.

The results also showed that culture is considered to have an important role for a person, including for leaders in carrying out their roles as leaders of change. This is in line with and strengthens the statement from Moua (2010), that culture and cultural understanding are important for a leader, and this has become one of the demands that a change leader must-have.

Furthermore, the results of the study also show that the cultural characteristics of the Bugis and Makassar tribes, among others, are brave, like challenges, and have a forward orientation. This is in line with what was conveyed by Qamar et al. (2017). As a change leader, he must be willing and able to adapt to change. Meanwhile, the cultural characteristics of the Bugis and Makassar tribes which are reflected in Siri (Farid, 2014), as well as their emotional and irritable nature, are attitudes that must be anticipated and managed properly because this will have an impact on their

effectiveness as a leader change.

CONCLUSION

This study aims to obtain a profile of the preferred characteristics of the change leaders in the Bugis and Makassar tribes. The results showed that the preferred roles of a change leader are ranked from coach as the first rank, followed by change implementer and then change pioneer. It can be concluded that the Bugis and Makassar tribes, preferred a change leader who understand and support them during the change process, as during the change process the situation and condition might be uncomfortable and painful for the employees.

This research was conducted in Makassar with their unique characteristics, traditions and cultures, which might be different from other cultures and other regions. As Indonesia consists so many islands and sub-cultures, as a result, understanding the various traditions and cultures that exist in Indonesia will be able to increase tolerance. With the diversity of people's colours and culture, it is hoped that all parties can respond wisely. Tolerance and mutual respect among people must be upheld. Although there are many differences in people's lives, especially in the multicultural Indonesian nation, with a good understanding, the survival of a peaceful, safe, and prosperous society will be achieved. In addition, with an understanding of various cultural diversity, a leader, especially a change leader, will be able to have a cultural intelligence that can be used as an effective tool in leading and directing organizational change.

This research cannot be separated from various limitations, including using data collection tools through Focus Group Discussions (FGD), so there are limitations in the number of participants who participate. For this reason, in addition to using the FGD approach, it is also better to follow a quantitative approach through a survey using a questionnaire. This research was only conducted on a small number of people representing the Bugis and Makassar ethnic groups living in the city of Makassar, while the island of Sulawesi consists of various ethnic groups and also lives in the interior, so it cannot be generalized as the Bugis and Makassar ethnic groups in general. For this reason, further research that includes participants from various components and strata needs to be involved. Nevertheless, it is hoped that this research will become one of the topics that can be paid into consideration for all the stakeholders in the field

of change management, especially if it is involving the cultural aspect.

ACKNOWLEDGEMENT

The researcher would like to thank the Directorate General of Higher Education, which has provided support through the PDUPT grant to conduct this research.

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Perceived Change Leadership: Employees vs. Directors

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Abstract—Nowadays with the very tight competition, every organization must survive and adapt with the change happens in the environment. However, not every organizational change program was successful; researches showed that there is even more than 50% organizational change not succeeded. The role of leaders in the success of organizational change is very significant. However, the research's result about the part of the leader in a commitment to change is still not consistent, some of the studies stated that there is a direct impact and others are not. To further identify the role of leader and found the specific characteristics of change leader that is expected by the employees, as well as by the perceptions of the directors, grounded research conducted to identify the concept of perceived change leadership. In this regard what did employees think about the characteristics of change leadership that need to be there to develop the positive reaction toward change? This study is conducted using a qualitative approach, with 32 participants from two groups (employees and Directors), using focus group discussion and in-depth interview for data collections. Research showed that there are 4 (four) types of roles of change leader namely: (a) change pioneer; (b) change enabler; (c) caretaker and (d) coach. However, the characteristics behavior from each group is slightly different.

Keywords—change leadership, organizational change, qualitative, perceived change, leadership behavior.

I. INTRODUCTION

Organizations face several challenges to be more responsive to the needs, both external and internal needs of the organization. Therefore, organizations should increase their organizational innovativeness to remain competitive [1] as well as to achieve the success in organizational change. Consequently, a leader as a change agent is essential to lead, direct and manage the change process. The impact of corporate leaders has attracted attention from organizational researchers, Creswell in [2] and previous researches always mention that leader is vital on the success and failure of organizational change, Olssen in [3] and lack of proper leadership often results in weak or no motivation of employees to perform their tasks in an innovative and effective manner. Leader as a change agent is very critical in leading the organizational change. On the other hand, change leadership could not directly influence on people's commitment to change [4]. Regardless the pro and contra about the direct impact of change leader on people's commitment to change, to date, characteristics of successful change leadership not explicitly stated and defined. In this regard, although the terminology of change leader was frequently used, however, research about change leadership is still insufficient. The objective of this research is to

develop a model for change leadership. Specifically, the study seeks to answer the following questions: What is the profile of change leadership (perceived change leadership, both from the perception of employees and directors)?

A. Organizational Change

People and organizations have to face changes, in this regard; organizations are created and developed on an assumption of continuity, to continue surviving, and to last [5]. Organizational change is the movement of an organization away from its present state and toward some desired future state to increase its effectiveness [6]. Leaders face an incredibly dynamic environment where change still a constant issue. To deal with change, followers must share willing to commit themselves to accomplish the leader's direction [7]. Leadership behavior is characterized as task-oriented, relationship-oriented or change-oriented [8]. First, task-oriented leaders are concerned with getting the job done through the effective management of work routines, i.e., clarifying, monitoring and short-term planning. Task-oriented behaviors may seem contradictory to creativity in research where members need autonomy and, to a great extent, self-manage according to group goals. Second, relationship-oriented leadership is concerned with supporting, developing, consulting, recognizing and empowering followers. Such a leadership style may seem suitable for stimulating creativity in research groups. Third, leaders who promote change in their organizations are capable of encouraging creativity and innovation [3].

B. Change Leadership

The effects of transformational and change leadership on employees' commitment to change. They contended that future research should look at the linkage between other leadership theories and change success when employees make decisions about how hard they will work to implement a change [9]. The leadership and organizational change literature by exploring the relationship between manager's leadership competencies and the likelihood they will emphasize the different activities involved with effective change implementation. For future research, they suggested an examination of the relationship between other leadership competencies and change agents' likelihood to underscore different activities involved with planned organizational change [10].

C. Leadership in Indonesia

The prototypical "good leader" will not offend or embarrass others but will maintain respect and interact with

others in a culturally sensitive manner (*simpatico*). Compliments, feedback, and criticism are usually directed at the group; personal criticism is not conveyed openly but may be directed at the individual after the workday is over. Charisma is necessary for top-level managers in Indonesia, who represent a symbol of respected authority [11]. The primary functions of senior management in Indonesia include establishing an overall theme, developing strategy, and engaging in high-level external relations [12].

D. Leadership Behavior during Organizational Change

Six patterns of leadership behavior as follows: (a) Director; which is the characteristics of directive style in clarifying performance expectations and assigning tasks (b) Navigator; leaders are more navigators than controllers (c) Caretaker; as changes are severely constrained by external stressors consequently leaders become more caretakers shepherding the organization along as best they can. (d) Coach; charisma-inspiring and developing confidence among followers, setting challenging goals, and encouraging high expectations. (e) Interpreter, asking for suggestions and obtaining information from subordinates for important decisions. and (f) Nurturer, the nurturing image to managing change assumes that even small changes may have a significant impact on an organization, and managers are not able to control the outcome of these changes nurturing the organizations, facilitating organizational qualities that enable positive self-organizing to occur [13].

The rest of this paper is organized as follow: Section II describes the proposed methodology. Section III presents the obtained results and following by discussion. Finally Section IV concludes this work.

II. METHODOLOGY

The research participants consist of two groups, the first Group is the Director group, which consists of HR Directors and CEO, as they usually are the one who act and understand the role of change leader. The criteria are as follows: (a) at present hold a position of HR Director or CEO; (b) permanent employees; (c) minimum two years working as an HR Director/CEO; (d) minimum educational level is bachelor degree and (e) the organization that they work have been conducted organizational change, Meanwhile, respondents from the employees have almost the same criteria as follows: (a) permanent employee; (b) minimum two years as employee in the organization; (c) minimum education is bachelor degree; and (d) the organization that they work have been conducted organizational change.

Respondents are chosen using purposive random sampling both for the two groups (the directors and the employees). The participants are collected from all over Indonesia (Jakarta and other big cities in Indonesia for the employees) and Jabodetabek (Jakarta, Bogor, Depok Tangerang, Bekasi) area for the Director group. The planning numbers of respondents from each group was 30 respondents. However, due to some reasons only 32 respondents that show up for this research (25 from employees and seven from the Directors).

This research used analysis of qualitative data by Focus Group Discussion (FGD) and in-depth Interview. FGD in this study aims to deepen the understanding of the culture in

each country and its relation to personal leadership during organizational change. In this research the FGD was conducted three (3) times consist each 8, 8 and 9 participants for each group. The FGD of nine (9) participants were conducted at Yogyakarta, consisted Manager and General Managers from all over Indonesia. The other two groups were conducted in Jakarta, Bogor, Depok, Tangerang, and Bekasi. Meanwhile, for the Director group the data were collected using in-depth interview. This study utilized a qualitative grounded theory design to examine the perception of change leadership from both respondents from two groups. The study examined participants' perspectives on change leadership, what is the characteristics of change leadership, and how these characteristics are similar/different between the two groups. The research strategies consist of (1) In-depth literature review, a literature review discusses information in a particular subject area, (2) In-depth interviews, and (3) focus group discussions/meetings were held in the participating groups.

Data analyzed using qualitative analysis. For the grounded theory study, a start list of codes was not generated and instead assigned once the data was collected and examined in context. Qualitative study, there are e three core elements of qualitative data analysis namely: (a) Reducing the data into meaningful segments and assigning names for the sections, (b) combining the codes into broader categories or themes, and (c) displaying and making comparisons in the data graphs, tables, and charts⁵. Meanwhile, there are types of codes: descriptive, interpretive, and pattern, implying that coding can occur with different levels of analysis, it substances ranging from descriptive to the inferential. Whereas first level coding summarizes segments of data, pattern coding helps "reduce large amounts of data into smaller analytic units"¹³.

III. RESULT AND DISCUSSION

This section presents the results obtained and following by discussion.

A. Result

There are two types of respondents (a) directors, consists of CEO and HR Directors as Change Leader in the organization, and (b) employees, consists of staffs up to General Manager from various type of industries. The profile of these participants was described in Table I as follows:

TABLE I. PROFILE OF DIRECTORS

No	Position	Organization
1.	HR Director	Multi National Beverage Industries (FMCG)
2.	HR Director	National Bank
3.	HR Director	International NGO
4.	HR Director	Multi National Bank
5.	HR Director	State Owned Insurance
6.	HR Director	Multi National Beverage Industries (FMCG)
7.	Director/CEO	HR & Organization Consulting

The seven directors above are the respondents that participate in in-depth interview about change leader, the role, functions and characteristics, are shown in Table II.

TABLE II. PROFILE OF EMPLOYEES (FGD MEMBERS)

No.	Position	Organization
1	People development	IT
2	Recruitment specialist	Private company
3	Communication staff	State owned enterprise
4	Program Director	Private company
5	Procurement SCM contract	Oil & gas
6	Division head	Government institution
7	HSE Coordinator	Private company
8	Assistant manager	Private company
9	Officer	Educational Institution
10	Recruiter	Private company
11	HR Specialist	Private company
12	Recruitment consultant	Private company
13	Senior consultant	Private company
14	Education staff	Government institution
15	HSE Coordinator	Private company
16	Recruitment specialist	Private company
17	Information system specialist	Private company
18	Sales training team leader	Private company
19	GM Learning development	Private company
20	Human capital manager	Drilling services of oil and gas
21	HR Specialist	State-owned institution
22	Manager	Law Office Consultant
23	Senior staff	Private company
24	Recruitment	HR Consultant
25.	GM HR Management	Fashion Industries

a. The perceptions of change leader by the directors

There are four perceptions of change leader characteristics in Indonesia, namely: as (1) change pioneer; (2) change enabler; (3) caretaker; (4) evaluator; and (5) coach. The followings are the description of each style as follows:

a) As a change pioneer

As a change pioneers, change leader should have the willingness to change, have a good vision, and clear objectives and targets that are going to achieve. Change leader should clarify the goals and objectives of the change process. Change leader should also be an agile person easy to adapt the changes, and ready to change according to the demands of the environments.

b) As a change enabler

Related to change enabler, respondents said that “change leader must have strategic, well designed and initiative plan.” Moreover, respondent adds that “change leader must design an action plan for the change process which includes mentoring approach”. As a change enabler, change leader leads and direct the change process. Respondents said that “change leader should drive the compelling reason for the change and organize the guiding team and sustain change initiative.” Change leader must have commitment and conduct as an agent of change; change leader must conduct change arrangement, decision, and communication. Change leader also make difficult decisions and communicate the vision. Respondent agreed that “a change leader should have the ability to communicate the need for change and be able to influence the people.” Besides that, the respondent agreed that “change leader needs to address all issues or concerns by giving priority to the vital role. Change leader should facilitate change in the organization.” Last, respondents said, “change leader resolves concerns related to change

through effective and efficient processes, honest, open communication and well-designed plans.”

c) As a caretaker

A change leader as a caretaker should have the behavior that cater feeling of the employees during the process of change. As during the change process, many factors can be harmful to some people that will make them feel threatened, stress and depression. These behaviors such as: open to feedback, good with people’s and social skills, as well as willing to listen are necessary for change leader.

d) As an evaluator

To make sure that organizational change runs smoothly, change leader must conduct a comprehensive study, monitoring, and evaluation, and conduct restructuring, consolidation if necessary.

e) As a couch

As a coach, at first change leader must act as a role model for all employees related to change. By being a role model, they also should have a good personality such as: enable to balance life, having good IQ and EQ, have emotional maturity, adaptability, resilient, persistent and commitment. Change leader also should be able to create a trusting environment and empowering their subordinates.

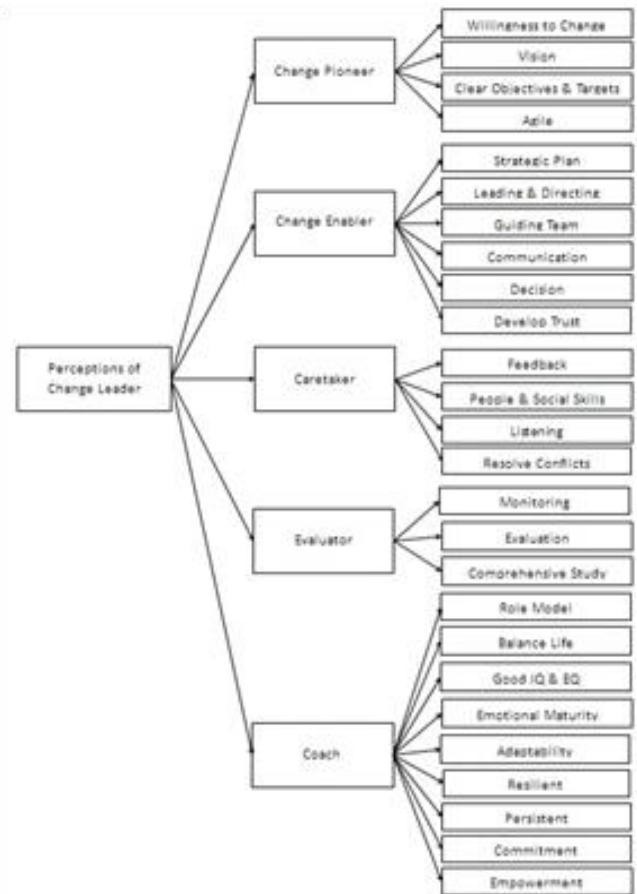


Fig. 1. Change Leader perception

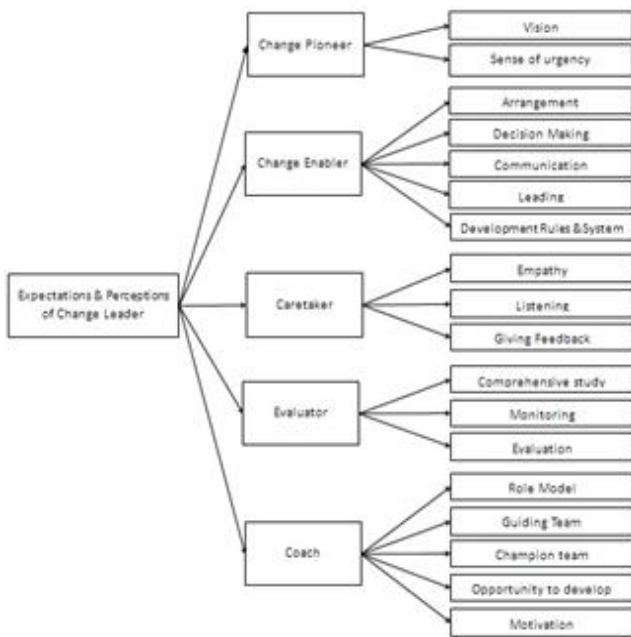


Fig. 2. The expectations of Change Leader

As a conclusion, Figures 1 and 2 show the perception and expectation of change leader characteristics by the perceptions of the Directors and the employees.

B. Discussion

Research showed that there are five types of change leader that is expected to perform as well as perceived by both the employees and directors namely: (a) change pioneer; (b) change enabler; (c) caretaker; (d) evaluator; and (e) coach. These 5 (five) types are found in two groups. However, there are slightly different behaviors comprises between the two groups, especially in coach behaviors. At the director’s profile, the coach is primarily connected with the personal characteristics of a change leader. In comparison of the types and roles of change leader, there is a slight difference in the types of leader¹⁶. There are six types of change leaders, and there is no discussion about the personal characteristic of change leader but only discussing about the role of change leader in the organizational change [13]. Meanwhile, change leader has three roles, namely socialization, implementation and monitoring & evaluation¹. In this study those three roles have also found, and in addition to that there are two additional roles which have not mentioned previous research, namely role as a coach and as a caretaker.

On the other hand, given the high failure rates for successful change implementation Herold in [14] the potential for increasing success rates justified the research efforts. Examining how leaders of large organizations affect change implementation, which are intertwined in a culture that promotes selfless service and mission first attitudes, provided valuable data on effective change implementation. Aligning people towards common goals and empowering them to take the actions needed to reach them [15] and characterize leadership as inspiring and mobilizing others to

achieve purposeful change. There is a high positive correlation between task-oriented leadership behaviors and overall change success [16]. It implies that a balance of both task-oriented and people-oriented leadership behaviors are required for successful change initiatives.

There are some limitations of this research namely: research has only a limited number of respondents especially the director position; the majority of the respondents were supervisor up, and only a limited number of respondents were staffs; and the number of distributing for each role were not the same. Based on these limitations, there are some suggestions for future research as follows: (1) Comparison of further analysis of organizational change implementation that includes data from all tiers within the organization, and differing biographical data for participants, each of which will be explored in more detail. (2) In this study, the majority the participants are men, because the ratio of men to women leader, however it may also be helpful to examine the role of gender in their role as a change leader, and (3) This research has already found the model, next stage is developing concept more thoroughly followed by the details of behavior, and the tolls to measure it.

IV. CONCLUSIONS

Research showed that there are five types of change leader that is expected to perform as well as perceived by both the employees and directors namely: (a) change pioneer; (b) change enabler; (c) caretaker; (d) evaluator; and (e) coach. These 5 (five) types are found in two groups. However, there are slightly different behaviors comprises between the two groups, especially in coach behaviors. At the directors’ profile, a coach is mostly connected with the personal characteristics of a change leader.

This grounded theory study sought to understand the process and experience of leaders in the successful implementation of organizational change management. It is anticipated that the research will contribute to the body of knowledge on leadership for effective change management. By understanding what leads to successful change implementation, leaders can take measures to ensure higher success rates for achieving organizational change initiatives.

Through conducting this research, insights were gained as to how leaders can more effectively manage the change processes in their organizations. The research contributes the body of knowledge on leadership for effective change management, by providing practical guidelines that will help leaders implement strategies to achieve higher rates of success in accomplishing organizational change objectives. The completed research is expected to contribute to the body of knowledge on leadership for effective change management. By understanding what leads to successful change implementation, superiors and leaders are enable to measure to ensure higher success rates for achieving organizational change. By conducting the research, recommendations have emerged as to how leaders can more effectively manage the change processes within their organizations. The study contributes theories on leadership for effective change management, by providing practical guidelines that will help leaders implement strategies to achieve a higher rate of success in achieving organizational change objectives.

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