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LEADERSHIP RESPOND TO ORGANIZATIONAL CHANGE RESISTANCE

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ABSTRAK: The results of the research obtained by Lurah in communicating are still not open, many decisions are not conveyed to the employees transparently and weak capabilities Lurah in communicating both with employees and the public, good communication will have an impact on the preparation of the planning work program which is an advanced action after the determination of the organizational vision; Experience in the world of government is still minimal with the background of junior high school teachers and education qualifications are not government areas and Lurah has not understood the vision and mission of the village organization; Lurah has not yet understood its competitors and does not have a plan of work Program and the unwillingness of Lurah in the decision making is dominated by the character of his past and the reluctance in accordance with the rules. Also found the ability Lurah in understanding the lack of understanding the appropriate Job description of the Auth, so that the problem solving in this research the need of rolling positions based on expertise and competence; The commitment of involvement and participation of Lurah should be improved; The mounting of a Lurah must understand the Auth and the rules; Delegation of tasks based on task and competency fields; The background of Lurah must meet the qualifications of education, skills and loyalty.

Keywords: "Leadership style, Lurah, organizational resistance".



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INTRODUCTION

The division of administrative territory in Indonesia under the sub-district. In the context of regional autonomy in Indonesia, the village is a working area of Lurah as a regional, district or city device. The village led by the status of Civil servants (PNS). According to LAW No. 23 of 2014, Kelurahan is the working area of Lurah as the district/city noise device in the subdistrict working area. Another definition, Kelurahan is defined as an area occupied by a number of residents who have the lowest governmental organization directly under the head and the right to conduct its own household and the bonds of the Republic of Indonesia. Civil servants domiciled as an element of state apparatus in charge of providing services to the community in a professional, honest, fair and equitable in the implementation of State duties, government and development, as contained in article 3 paragraph 1 Law No. 43 year 1999 on the fundamentals of personnel. It is a legal basis for civil servants to organize the country into good administration, where the quality of civil servants and the quality of organizational apparatus determines the achievement of State objectives.

In LAW No. 5 year 2014 concerning civil apparatus states that civil servants hereinafter abbreviated as PNS are Indonesian citizens who meet certain requirements, appointed as ASN officers on a regular basis by the officers of the personnel to occupy the office of ASN Management is the management of ASN to produce a professional ASN officer, has a basic value, professional ethics, free from political intervention, net from corruption, collusion, and nepotism. The status of civil state apparatus is very important and determines the success or lack of mission of the Government in conducting public services. Minister for administrative reform through Kepmenpan number 63 year 2003 governs about service implementation guidelines, as a form of arrangement of public services as Dicitacitakan by the Government in order to meet the needs of the people. In this regulation, said that public service is the essence of providing excellent service to the public who is the manifestation of the obligation of government apparatus as a public servant. Therefore, the implementation of public services can not be ignored or disregarded. The application of certain leadership styles is not merely easy and fast to be accepted and adhered to by members of the organization, given not only in terms of quantity but also the quality of each individual in the organization tends to be diverse.

Commitment of behavior and leadership style acting refers to the vision of the organization and the description of the main task and the function of the rule of the North Sulawesi province Bupati of North Sulawesi No. 95 year 2016 about the position, organizational structure, duties and functions and the governance of the subdistrict and sub-district of North Minahasa Regency, in article 10 Lurah has a

duty: (A b) to conduct development and community economic affairs; c). Plan to coordinate, construct, supervise, monitor and evaluate the implementation of government services; d) Coordinate efforts to conduct public order and peace; e) Coordinate the application and enforcement of statutory regulations; f) Coordinate the maintenance of infrastructure and public service facilities; and g). Carrying out other duties provided by the employer.

LITERATURE REVIEW

1. Local government

The term local government or regional government is derived from the English term Local Government or the term Dutch Local Bestuur. Both foreign terms may refer to the function as local government or government. However, conceptually and empiric in various countries, the word "local" in relation to local government and local autonomy is not digested as an area, but is a local community. Hoessein (2002) that the affairs and interests of local government and local autonomy are locality. Its political base is localities and not nations. This seems to mean that the local government has given United Nation that the autonomous Region manages local affairs as Hampton (1991) in Tangkau (2012) that: "Local authority are elected bodies and expected to develop policies appropriate to their localities within the framework of national legislation."

To understand deeply the local government, it is worth exploring the origin of the term "regional". The mention of the term "region" was originally derived from Greek and ancient Latin. The Koinoites (communities) and demos (people or districts) were the terms of the local government used in Greece until now. Municipality (city or municipality) and its variants are derived from the term municipium Roman. The city is derived from the Roman term civitas, which is also derived from the Civis (inhabitants) and the County (Kabupaten) derived, and the coma Fitas derived from word comes, office and a Norton royal official, in Europe, Burg, borough, Bourg, (in French) are rooted and German Bergen meaning hiding. Town comes from Old English tun which means fenced land. German Stadt means place or residence. Cite or city Denes a large shelter that has certain privileges. The Town, borough, and city originally all were densely fortified areas where local residents could gather when under threat. In addition, the German term for a local government is Gemeinde, or the language of his uncle Gemeente meaning community, a collective entity based on the continuity within certain boundaries so that its citizens see themselves different from other communities.

The terms Gemeinde (German), Gemeente (Netherlands), MUNICIPIO (Spain) and commune (in the Scandinavian and French countries) mean the

community as the subject of law that selects a council that takes decisions on matters relating to the importance of local communities. Thus the area (Gabiedsdeel) is meant to be an environment that is dijelfed by dividing a unit of environment called the Territory (gabied). In other words, the term region means a part or element of a larger environment. (Hoessein, 2001) reveals that the local government is a concept that can contain three senses, namely: first, local government in the sense of local government is often exchanged with local authority (UN, 1961) which refers to organs or structures, namely Council (road) or DPRD and major (head of regional: Regent/mayor) where the recruitment of officials is based on elections. Both local governments in the local government sense are conducted by the local government according to the authority provided by the central Government (for the unitary state) or the state Government (for the federal government). This sense refers to the function that is the authority of the local government, used two principles, namely: (1) The ultra vires doctrine that indicates that the local government can act on certain matters or give certain services only.

Function or governmental affairs for the local government is detailed while the function Pemerintahan remaining into the competence of central Government; (2) The principle of general competence or open end arrangement, where the local government must do whatever is deemed necessary in fulfilling the needs of the region as determined by the decision makers of the area. The central government has had a detailed affair or function, while the remainder is a function or affair that is the responsibility of the local government (Hoessein, 2001; Smith, 1985). Thirdly, local government in the sense of an autonomous region, namely the unity of the legal community located in the boundaries of certain territories that are authorized to govern and manage government affairs according to its own initiative based on community aspirations.

2. Government Village (Kelurahan)

Kelurahan is a division of administrative territory in Indonesia under the sub-district. In the context of regional autonomy in Indonesia, the village is a working area of Lurah as a regional, district or city device. The village led by the status of Civil servants (PNS). According to law No. 32 of 2004, Kelurahan is the working area of Lurah as the district/city the device in the subdistrict working area. Another definition, Kelurahan is defined as an area occupied by a number of residents who have the lowest governmental organization directly under the head and the right to conduct its own household and the bonds of the Republic of Indonesia. Next PP No. 73 year 2005 about Kelurahan, article 2 and article 3:

In its 2nd post:

- 1) The village was formed in the district

- 2) The establishment of the village as mentioned in paragraph (1) can be the use of several villages or parts of the village, or the expansion of one village into two or more villages.
- 3) The establishment of the village as referred to in paragraph (1) must be at least qualified: (a) the number of inhabitants; (b) Territory area; (c) Working area; (d) Government facilities and infrastructure.
- 4) Kelurahan that community condition and its territory no longer fulfill the requirements as mentioned in clause (3) can be removed or merged.
- 5) expansion of a village into two or more villages as referred to in paragraph (2) can be done after reaching at least 5 years.
- 6) Organizing of village governance.

3rd article:

- 1) The village is a regional device in the district/city domiciled in the district.
- 2) Kelurahan as referred to in paragraph (1) shall be led by the Lurah under and responsible to the Regent/mayor through the Camat.

3. Position, main task and Lurah function

The village government (Kelurahan) has a duty to conduct government, development and Community Affairs and implement government affairs bestowed by the Bupati in accordance with the provisions of the law. In accordance with LAW No. 32 year 2004 about local government and refer to PP No. 73 year 2005 about Kelurahan on its 4th and 5th date. As leader of the Lurah has basic duties and functions: in Chapter 4. Lurah has a basic task of organizing government affairs, development and community and implementing the government bestowed by the Regent/mayor. Next in the 5th article Lurah organizes the functions: implementation of administrative activities, community empowerment, community service, public order and peace management, infrastructure maintenance and public service facilities, development of civic institutions.

Regulation of North Sulawesi Province Regent No. 95 year 2016 about position, organizational structure, duties and functions and the governance of Sub-district and village district of North Minahasa, in article 10 Lurah has a duty: (a) Organizing administrative services in the village; b) to conduct development and community economic affairs; c). Plan to coordinate, construct, supervise, monitor and evaluate the implementation of government services; d) Coordinate efforts to conduct public order and peace; e) Coordinate the application and enforcement of statutory regulations; f) Coordinate the maintenance of infrastructure and public service facilities; and g). Perform other duties provided by the employer. In the explanation of LAW No. 23 of 2014 about the local Government stated that Lurah had a duty: a). Assisting the regent in carrying out duties in the field of government affairs, development and community bestowed by the Regent to Lurah; b).

Coordinating the arrangement of the village program refers to the program of national, regional and sub-districts; c). Coordinate, facilitate and implement the affairs of government Administration and the arrangement of community life; d). Coordinate, facilitate and implement community empowerment in the provision of infrastructures such as public facilities, roads, bridges, irrigation, markets, in accordance with the authority bestowed upon the head of Lurah; d). Coordinate, facilitate and implement community empowerment through the development of social life culture of society such as health, education, according to the authority bestowed upon the head of Lurah; e).

Coordinate the implementation of secretarial affairs, and the implementation of personnel management; e). Control and evaluate the implementation of activities in the year that have been running based on the plan and realization as an ingredient in the program preparation in the following year; f). Report the results of the task to the regent through the district Secretary as a responsibility for the duties according to the prevailing provisions; and g). Carrying out other duties given by the Regent.

RESEARCH METHOD

This research is done with a qualitative approach, because with qualitative research, because with qualitative research more emphasis on the search process meaning, disclosure of meaning, behind the phenomenon that appears in the study, with the aim that the problem to be examined is more comprehensive, profound, natural and what is and without much interference from researchers to the facts that arise.

The research site is located in Sukur Sub-district, Airmadidi in North Minahasa regency. In this study, interactive data analysis techniques were conducted from the beginning and throughout the research process. In this study used qualitative data analysis (Miles and Huberman) with procedures, data reduction, data presentation, draw conclusions or verifications as follows: data collection, data reduction data presentation and conclusion.

The validity technique of data using four criteria is: degrees of trust, acquisition, dependency and certainty. The data in the research site (field data) is written in a complete and detailed description or report. Field reports will be reduced, summed up, selected things underlying, focused on the important things then sought after themes and patterns. Data reduction takes place continuously, as long as the ongoing research process is held by the next data reduction stage with the way to create summaries, coding, browsing themes, creating data categorisation.

RESULT AND DISCUSSION

The results of the study found that Lurah in communicating is still not open, many decisions are not conveyed to the employees transparently, this is more motivated because in terms of experience in the world of governance is still minimal and some devices are relatives outside the office, and the main factor that as a leader, Lurah does not understand the subordination of his subordinate, because when the Lurah delegate authority must be in accordance with the Auth, otherwise the rule of the Auth will be misdelegate authority, should the leader must communicate the message that bind all people to involve themselves and touch the vision of the organization internally and externally. The vision conveyed should be "beneficial, compelling, and arousal the future of the organization. Leaders optimise the ability of always "players" to team up, coordinate activity/effort, towards "achievement of victory", or towards achieving organizational vision. Leaders, keeping employees focused on the realization of vision and direction, giving hope, and building trust between players that are important to the organization and its vision for the future.

The ability to participate in Lurah should be corrected regarding the delegation of tasks must be in accordance with what will be done means to uphold the principle of professionalism because if it is good in communication, then the provision of tasks and workmanship will be more maximal, when many tasks performed tasks are not maximal, this is because the Striah in delegating the task is leaning only on certain people, although not appropriate competence, so many things are less maximal in its workmanship. It should be conceptually that the leader affects his subordinates, as otherwise. People who are involved in the relationship want a change so that the leader is expected to create significant changes in the organization rather than maintaining the status quo. Furthermore, the change is not something the leader wants, but more on purpose (purposes) is owned and desired together. The goal is aspire, which is a hope, and that must be achieved in the future so that this goal becomes the main motivation or driver of the organizational vision and mission.

Good communication will have an impact on the planning of work programs which is an advanced action after the organizational vision determination. Planning is crucial for organizational vision to be achieved in a planned and systematic manner. Planning Work Program is an action planning implementation planned program that compiled from existing problems to be done systematically, with the achievement of specific objectives on a single-time leadership in the organization. Planning Work program is created during the period of one leadership, so how a leader can develop a program plan if rincapable in communicating as the main requirement of a leader in collecting data problems that exist in the middle of the community as a stakeholder. Work programs that are planned to be systematically and measurable, with the

achievement of specific objectives at a single-time leadership in the organization. Planning work programs are created during the period of one leadership, because it must answer the expected achievement when the leader performs the task of leading the organization. Often program planning is created by simply conducting plagiarism or replication of programs that have been done in the previous period because the leader's weaknesses themselves in reassembling the data and mastering the rules. This is not entirely wrong, but it does not waive the analysis of the resources of the Organization, the plagiarism and replication of the program will make the organization not develop and move in place. Program planning should pay attention to the achievement and condition of the organization, so there is ongoing work program in answering the achievement of organizational vision.

The roles of communicators getting the "message" out, and also speaking, are an important part of dreaming about the future of the organization, the effective leader is the one who knows and appreciates the form of the available community, to explain and build support for future visions. Leaders should be able to communicate messages that bind everyone to involve themselves and touch the vision of the organization internally and externally. The vision conveyed must be beneficial, compelling, and arousal about the future of the organization.

The ability to be able to understand the resistance that exists in person to the rules or resistance to problems related to decision making has not so much implemented the existing rules and more dominated by what is desirable is not the rule, understand the rules exist but to practice that still not maximally in the decision he made a predominantly in his feelings, from the research that exists this is behind the background or track record of a person. The fact that a leader's past personality or experience helps shape his leadership style, but does not mean that the style cannot be altered. Leaders learn that certain styles give better results to them than other styles. If a style turns out to be unsuitable, they can change it. However, keep in mind that a leader who tries to choose a style that is not very suitable for his or her basic personality is impossible to use the style effectively. The hope of a leader is also an influential factor. It has been shown for various reasons, the situation tends to evolve in the direction we want. The leader's expectations regarding the style required to work effectively influence the choice of leadership styles.

Decision making is regarded as an output of a mental or cognitive process that carries on the selection or alternative of an action-taking among several alternatives available. Every decision-making process always generates a final choice and ultimately every decision is made by the leader to achieve the goal through implementation or action.

So the conclusion in this research Lurah in communicating is still not open, many decisions are not conveyed to the employees transparently and weak capabilities Lurah in communicating both with employees and the public, good

communication will have an impact on the preparation of the planning work program which is an advanced action after the determination of the organizational vision; Experience in the government world is still minimal with the background of junior high school teachers and education qualifications are not government areas.; Lurah has not understood the vision and mission of the village organization; Lurah is not yet familiar with his parents; Do not have a plan of work Program and the disagreement of Lurah in decision-making is dominated by the character of his past and unruly reluctance according to the rules.

The ability to Striah in understanding the resistance that exists either personally to the rules or resistance to problems related to decision making has not been so implemented the existing rules and more dominated by what is desirable not the rules, understand the rules exist but to practice that is still not maximally in the decision he made a predominantly on the feelings of delegation of tasks that do not understand the appropriate JOB description , an authoritarian leadership style, resulting in a lot of resistance. So the problem solving as a recommendation is the need to rolling position based on expertise and competence; The commitment of involvement and participation of Lurah should be improved; The mounting of a Lurah must understand the Auth and the rules; Delegation of tasks based on task and competency fields; Background Lurah must fulfill education qualifications, skills and loyalty.

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