LEADERSHIP STYLE IN A MULTICULTURAL COMMUNITY (CASE STUDY ON PEACE MAKER COMMUNITY KUPANG-NTT)

Kristin Engjelima Julwinda Nomleni¹
Veronika Ita Tarigan²
Virgitta Septyana³

ABSTRACT

Objective: The objective of this study is to investigate 1) to find out the challenges faced by the Kupang peacemaker community 2) to find out the leadership style of the leader in the Peace Maker Kupang Community 3) to find out the challenges faced by the Peace Maker Kupang community

Method: The methodology adopted for this research is a qualitative case study. The data collection techniques in this study used primary data, namely non-participant observation and semi-structured in-depth interviews, and secondary data, namely literature review.

Results and Discussion: the case of this research can be categorized as internal and external challenges. The communication style of leaders with community members is two-way and considered flexible, friendly, and informal a characteristic joke from the leader makes members more open and feel comfortable when conveying their ideas.

Research Implications: This research implies that it contributes in theory and practice in communication between leaders and subordinates in achieving organizational goals can be viewed in terms of leadership style and the way a leader interacts in two directions as well as warm and democratic with its members. this makes members who are multiculturally different able to face external and internal challenges and feel belonging and belong in the community.

Originality/Value: The results of this study are new and are the originality of the researcher, different from previous studies covering organizations this research focuses on communities with diverse cultures that are nonprofit but can establish harmonious communication equipped with a distinctive leadership style from the bottom up.

Keywords: Interaction, Leadership, Communication, Plural, Challenge.

1 Bunda Mulia University, Jakarta, Indonesia. E-mail: kristinomleni@gmail.com
Orcid: https://orcid.org/0000-0001-8567-8715

2 Politeknik Tempo, Jakarta, Indonesia. E-mail: vtarigan@gmail.com
Orcid: https://orcid.org/0000-0003-1951-3239

3 Universitas Bunda Mulia, Jakarta, Indonesia. E-mail: virgittaseptyana@gmail.com

1 Bunda Mulia University, Jakarta, Indonesia. E-mail: kristinomleni@gmail.com
Orcid: https://orcid.org/0000-0001-8567-8715

2 Politeknik Tempo, Jakarta, Indonesia. E-mail: vtarigan@gmail.com
Orcid: https://orcid.org/0000-0003-1951-3239

3 Universitas Bunda Mulia, Jakarta, Indonesia. E-mail: virgittaseptyana@gmail.com

Resultados e Discussão: o caso desta investigação pode ser classificado em desafios internos e externos. O estilo de comunicação dos líderes com os membros da comunidade é bidirecional e considerado flexível, amigável e informal - uma piada característica do líder faz com que os membros se abram mais e se sintam confortáveis quando transmitem as suas ideias.

Implicações da Investigação: Esta investigação implica uma contribuição teórica e prática na comunicação entre líderes e subordinados para a consecução dos objectivos organizacionais, que pode ser vista em termos de estilo de liderança e da forma como um líder interage em duas direcções, bem como de forma calorosa e democrática com os seus membros, o que faz com que os membros multiculturalmente diferentes sejam capazes de enfrentar desafios externos e internos e se sintam pertencentes à comunidade.

Originalidade/Valor: Os resultados deste estudo são novos e são da originalidade do investigador, diferente dos estudos anteriores que abrangem as organizações esta investigação centra-se em comunidades com culturas diversas que não têm fins lucrativos mas que podem estabelecer uma comunicação harmoniosa equipada com um estilo de liderança distinto de baixo para cima.


ESTILO DE LIDERAZGO EN UNA COMUNIDAD MULTICULTURAL (ESTUDIO DE CASO SOBRE LA COMUNIDAD DE CONSOLIDACIÓN DE LA PAZ KUPANG-NTT)

RESUMEN

Objetivo: El objetivo de este estudio es investigar: 1) los retos a los que se enfrenta la comunidad pacificadora de Kupang; 2) el estilo de liderazgo del líder de la comunidad pacificadora de Kupang; 3) los retos a los que se enfrenta la comunidad pacificadora de Kupang.

Método: La metodología adoptada para esta investigación es un estudio de caso cualitativo. Las técnicas de recopilación de datos en este estudio utilizaron datos primarios, a saber, observación no participante y entrevistas semiestructuradas en profundidad, y datos secundarios, a saber, una revisión bibliográfica.

Resultados y Discusión: el caso de esta investigación puede clasificarse en retos internos y externos. El estilo de comunicación de los líderes con los miembros de la comunidad es bidireccional y se considera flexible, amistoso e informal - una broma caracterizada por el líder hace que los miembros se abran más y se sientan cómodos a la hora de transmitir sus ideas.

Implicaciones de la Investigación: Esta investigación supone una contribución teórica y práctica a la comunicación entre líderes y subordinados para la consecución de los objetivos de la organización, que puede verse en términos de estilo de liderazgo y de la forma en que un líder interactúa en dos direcciones, así como de forma cálida y democrática con los miembros, lo que hace que los miembros multiculturalmente diferentes sean capaces de enfrentarse a los retos externos e internos y tengan un sentimiento de pertenencia a la comunidad.

Originalidad/Valor: Los resultados de este estudio son nuevos y constituyen la originalidad del investigador. A diferencia de estudios anteriores que abarcan organizaciones, esta investigación se centra en comunidades con culturas diversas que no tienen ánimo de lucro, pero que pueden establecer una comunicación armónica dotadas de un estilo de liderazgo ascendente distintivo.

Palabras clave: Interacción, Liderazgo, Comunicación, Plural, Desafío.
1 INTRODUCTION

The Peace Maker Kupang community is a multicultural community of young people who also come from various ethnic, cultural, educational, backgrounds, and gender. This community exists as a form of concern for the diversity that exists, in the Kupang city area itself there are organizations and communities with nationalist, religious, and tribal ideologies such as GMNI, GMKI, HMI, KMK, OMK, and many more. There are many more, so this community was formed to reduce suspicion and to declare of peaceful love for diversity as part of the harmonization of life. In addition, the administrators in this community voluntarily give themselves to run the program without being paid or given money, themselves to run the program without being paid or given certain rewards and they often refer to themselves as volunteers even when recruiting new members. In carrying out their active role as young people who join the community, the young people or activists in the community, youth or activist in this community carry out campaigns and other social service activities related to campaigns and other social service activities related to hot topics such as hoax news, Sara issues, and other dominant and other dominant issues circulating both at the local and national levels as a form of participation. The Peace Maker Kupang community also has a discourse as a form of participation. Their participation as young people who are observers and lovers of diversity, namely the commitment to action as a matter of consistently advocating for policies and standby to build and educate a new generation that loves peace. new generations who love peace. Of course, a community that consists of different educational, ethnic, cultural, or religious backgrounds is a challenge for a leader in the community.

The quality of the leader is considered one of the most important factors in the success or failure of an organization or community. The success or failure of an organization or community. failure of an organization, whether business-oriented or public, is usually perceived as the success or failure of the leader. A leader is defined as "a person who occupies a position in a group, influences the people in the group according to the expectations of the group". in the group by the role expectations of the position and coordinates and directs the group to sustain itself and achieve its goals and directs the group to sustain itself and achieve its goals”. Leaders in a multicultural community or organization must be able to see that every individual in an organization or community that each individual in an organization or community has their uniqueness, and significant differences before or after the person enters and works in the community, such as cultural background, culture in the community, such as cultural
background, religion, skin color, race, or everything that distinguishes an individual from others, something that distinguishes an individual from other individuals.

The uniqueness and distinction itself become a characteristic that must be combined as a harmonization of a multicultural community. Harmonization of a multicultural community, so that members do not become inferior or even withdraw from the community. Leaders can influence the views of members with their various decisions, although it does not rule out the possibility in a multicultural organization possible in a multicultural organization, there are different considerations or opinions and different or different opinions that can cause conflict or challenges in the organization. A community. The congruence between leadership style, norms, and organizational culture is seen as a key prerequisite for the achievement of organizational goals. Culture is seen as a key prerequisite for the achievement of organizational goals (Yulk & Van Fleet, 1992).

"Style" (style of leadership) turns out to be a summary of how a leader carries out his leadership functions and how he is seen by those he leads. A leader performs his leadership function and how he is seen by those he seeks to lead or those who may be observing from the outside (Gellerman, 2003). Leadership style is about how a person acts in the context of the organization, so the easiest way to discuss the different types of styles is to describe the type of organization or situation that results from or styles is to describe the type of organization or situation produced by or suitable for a particular style (Miftah, 1995).

A leader's leadership style influences the atmosphere or climate and even culture of an organization or community. Even culture in both an organization and a community, about the community as a forum for unifying idealists and young activists from different backgrounds in maintaining the harmony of diversity. Different backgrounds in maintaining the harmony of existing diversity, the figure of a leader is a major factor in supporting the internalization of community members through the leadership style applied by the community leader. Community through the leadership style applied by the leader of this community, amid the hustle and bustle of problems or issues that develop make this community must continue to be proactive, of course it is the responsibility of a leader the apply his leadership style to develop positive activities. Leadership style to develop positive activities with members of this multicultural community.

The way a leader communicates is also part of the leadership style in a multicultural community. Leadership style in a multicultural community that is most prominent or can be interpreted directly as a form of the application of a leader's leadership style that shows the relationship between leaders and subordinates in interacting outside and during working hours.
the relationship between leaders and subordinates in interacting outside and during working hours. Communication is important in carrying out the duties and roles of each member of this community. In this Kupang peacemaker community, the way a leader communicates makes it one part of the leadership style to show the relationship between the leader and the community. One part of the leadership style is to show its function as a leader in instructing, consulting, and communicating. Leader in instructing, consulting, or delegating tasks so that members are spirit to perform their duties and responsibilities.

2 OBJECTIVES

Based on the background above, this research is interesting to study to find out the leadership style applied by the leader in the peacemaker kupang community whose members are multicultural to maintain harmonization in the community. A community whose members are multicultural to maintain harmonization in the community. Then the formulation of the problem in this study is: How is the leadership style applied to multicultural communities (a case study of the Peace Maker Community Kupang- East Nusa Tenggara. This research was conducted at the Kupang Peace Maker Community which is located at Jalan Vetnai No 17 Kota Baru Kupang-East Nusa Tenggara. The purpose of this study is 1) to find out the challenges faced by the Kupang peacemaker community 2) to find out the leadership style of the leader in the Peace Maker Kupang Community 3) to find out the challenges faced by the Peace Maker Kupang community.

3 METHODS

The approach used in this research is qualitative case studies. Bungin (2015: 19-20) reveals that the case study approach in the methodological treasure is more familiarly known as a study that is detailed, comprehensive, intense, and in-depth. The data collection techniques in this study used primary data, namely non-participant observation and semi-structured in-depth interviews, and secondary data, namely literature review.
4 RESULTS AND DISCUSSION

4.1 CHALLENGES EXPERIENCED BY THE PEACE MAKER KUPANG COMMUNITY

When building a relationship to carry out the duties and roles of individuals in this community, some challenges must be faced. In this community, some challenges must be faced. Based on the findings in the field, the challenges experienced by this community are divided into two categories: internal challenges and external challenges.

The internal challenges experienced by the Kupang peacemaker community are the occurrence of conflicts of disagreement. It is due to differences in perception of both ideologies from previous organizations, religion, culture, education, and gender, such as the rejection of the understanding of respect for LGBT. The theme of diversity is not complicated through differences between individuals often in carrying out activities or programs. Running activities or programs becomes a challenge in itself and this is where the role of leaders will usually be actualized, the role of the leader will usually be actualized. The other internal challenges include the lack of understanding of economic independence by members who are increasingly growing in this community, resulting in a lack of focus in running the program because this community is voluntary without salary or reward.

The next challenge is external, namely the assumption of outsiders such as the community when this community conducts activities, where the community considers this activity unnecessary because it is considered that there is no benefit. The community considers that the situation is fine so there is no need to hold activities about respecting diversity but this challenge is only lip service without further action. The next challenge is the public perception that this community is a new sect or religion so previously it was difficult to get members, but after being explained, many young people in the Kupang city area finally participated in activities and became part of this community. In addition, it is difficult to advocate for a policy or the construction of a hospital or place of worship.

4.2 LEADERSHIP STYLE IN PEACE MAKER KUPANG COMMUNITY

In carrying out the action commitments and work programs in this community of pacifists, there are certainly many challenges that must be overcome by the individuals in this community, both internally and externally. Leaders are also required to carry out their roles as much as possible so that members continue to feel comfortable and motivated to continue to
carry out the tasks and responsibilities delegated to them. Based on the results of the interviews, the researchers found that the leadership style applied by the leader in this community is one of the reasons the members feel comfortable and enthusiastic about carrying out their duties and responsibilities in addition to their awareness and concern for diversity.

Leaders in this community always try to be closer to their members even when their members experience joy or sorrow, if there are members who get married or grieve the leader will visit to feel the happiness or sorrow experienced by members, leaders in this community also implement a system of all community members are leaders where the leader of this community seeks to encourage or motivate each member to develop and become a leader when dealing with the media and the public by being given the freedom to convey or receive information without having to go through the leader with restrictions or according to the rules, the leader of the community Kupang also always implements a system of all community members are leaders where the leader seeks to encourage or motivate each member to develop and become a leader when dealing with the media and the public by giving the freedom to convey and receive information without having to go through the leader with restrictions or according to the rules. Restrictions or according to the rules, the leader of the Kupang peacemaker community also always appreciates every opinion and ability of each member with the assumption that every member has the ability and the leader always tries to listen to every opinion that is then discussed. Opinions which are then deliberated together without closing the possibility of corrections to conclude as long as the goal is for the common good, in decision-making on internal problem solving such as differences of opinion, the leader guides to think logically and usefully through discussion and deliberation. In addition, if there is a conflict between two members, a meeting is usually held between the leader and the members and then discussed together so that each member realizes the location of the mistake without blaming. Each member realizes the location of the mistake without blaming. In addition to problems related to the development of human resources in this community such as challenges of lack of economic independence through joint formulation of the leader and members, the involvement of other members leader with members, the involvement of other members to participate in creative economic training activities, one of which is the development of youth empowerment Karang Taruna, whose participants are members of this community.

As for external challenges, the leader approaches them in a family manner and is assisted by other members through communication with the community to explain the purpose and purpose of holding a program, while advocating a case such as the construction of a hospital or
house of worship, the leader explains mapping the potential of the community and parties that can be approached so that it makes it easier for this community to advocate. Where previously prestigious parties were approached to be rethought by the community between the correlation of prestige and the needs of many people. To ensure that it can run well, the leader coordinates with certain communities continuously through a family approach.

Based on the description above from the results of data collection, it is found that leaders use a family leadership style that directly touches the personal lives of their members and acts like a father guiding his children even when solving problems with external parties related to advocacy or organizing certain activities so that people understand and appreciate diversity.

4.3 HOW LEADERS COMMUNICATE WITH PEACE MAKER COMMUNITY MEMBERS

The Kupang peacemaker community demands a visible example as a form of diversity appreciation in daily life. To develop relationships, a role model from a leader is needed so that other members can use the benchmark of the role model when carrying out activities without having to create a sense of inferiority and activities without having to cause inferiority or individuality in other group members. From the results of field data, researchers found that the leader uses form of communication that is two-way. This two-way communication is defined as a form of communication that generates feedback or response and in the case of leadership style community leaders feedback continuously.

In addition, to be closer between leaders and subordinates, the leader of this community uses flexible communication tailored to the circumstances of the members where the communication is not monotonous, meaning that there are times to be serious and there are times to be relaxed, the leader’s communication for members is considered friendly with jokes or communication that is often used humorously so that it seems like there is no boundary like a family but still respects each other and is comfortable, there are no boundaries like a family but still respect and appreciate each other. Members respond well to this, but overall the communication that is often used is more informal or not communication that is often used is more informal or not stiff so that members are more confident in conveying arguments or views.
5 CLOSING

Every organization and community has its challenges, looking at the case of this research can be categorized as internal and external challenges. The case of this research can be categorized as internal and external challenges. Internal challenges are more about the diversity of opinions in running a community program and the lack of development of members' economic independence. Externally there is a pessimistic perception of the community related to the community that is considered to have no usefulness, lack of knowledge of this community so that it is considered a new stream and a sense of prestige by the community towards concern for advocating an action that provides value to many people such as the construction of houses of worship or hospitals. The leadership style of the leader of this community can make its members feel comfortable and increasingly motivated to carry out the tasks assigned, the familial leadership style makes members more cohesive and willing to continue to move voluntarily in campaigning for the beauty of diversity in the Kupang city area. Communication style leaders with community members is two-way and considered flexible, friendly, and informal with a characteristic joke from the leader makes members more open and feel comfortable when conveying their ideas.

REFERENCES


