**ANALYSIS OF LEADERSHIP BEHAVIOR AT PT ANGKASA PURA II (PERSERO)**

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**Research Purpose**

This research aims to find the general description of leadership behavior in PT Angkasa Pura II (Persero) and the significant differences in leadership behavior levels based on demographic factors on six-dimensional leadership behavior towards leadership behavior in general.

**Design/Research Methods/Approaches:**

The explanatory survey method is used in this research. The survey is conducted by taking a sample from a population using questionnaires as a data collecting tool. The data is then analyzed using the Likert scale.

**Expected Findings:**

This study attempts to ca the general description of leadership behavior levels at PT Angkasa Pura II (Persero). Furthermore, this study also observes significant differences in leadership behavior levels based on demographic factors.

**Managerial/Practical Implications:**

The results of this study will have implications for PT Angkasa Pura management since this study will determine the extent of leadership behavior that occurs in the working environment of PT Angkasa Pura II (Persero). This study will also find the differences in architectural leadership levels at PT Angkasa Pura II (Persero) based on demographic factors that management can refer to in establishing corporate leadership behavior at PT Angkasa Pura II (Persero).

**Originality/Score:**

The average score of leaders’ perception of Architectural Leadership in PT Angkasa Pura II (Persero) is 74.90, which falls into the MODERATE category. This condition means the leaders are ADEQUATE in performing basic beliefs, principles, and leadership behavior standards following The PERFORMERS Leadership System. There are also significant differences in the overall perception of architectural leadership’s based on sex, age, position, and tenure demographics. However, there is no significant difference in the mean score of architectural leadership based on location factors.

**Keywords:** Leadership Behaviour

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**RESEARCH BACKGROUND**

Due to the increasingly competitive environment in this disruptive era, the need for organizational transformation is considered to be more crucial than before. Leadership generally involves someone’s (the leader) efforts to influence the behavior of a group of followers to achieve the goal (vision) of the organization (Manullang, 2001).

Airports are formal organizations in which there is a clear purpose and a hierarchy of authority. The prevailing patterns of coordination are also rational in nature, divided according to certain functions to achieve a predetermined organizational goal (Schein, 1980).

PT Angkasa Pura II (Persero) is one of the State-Owned Enterprises engaged in the airport business and airport-related services with the vision of being “the best smart, connected airport operator in the region.” which encompasses four areas: financial perspective, customer perspective, internal business, and learning and growth. In achieving this vision, the management of PT Angkasa Pura II created Mastering Digital Business through the Remap Airport Portfolio program, Remodel Digital Business, and Remake Digital Leadership. The Mastering Digital Business program is expected to classify and overcome the Three Disruptive Digital Forces (Boundary Burring, Compound Uncertainty, and Resolution Revolution).

PT Angkasa Pura II established the ‘Committed to Excellence’ program to realize the corporate philosophy in supporting digital leadership. The company philosophy characterizes an elemental spirit that must be possessed by every employee to always strive for the best in doing their job. ‘Committed to Excellence’ is a mental attitude to devote all power and effort of the mind and energy to achieve the best results and show the company’s excellence. The program encourages the cultivation of three main parts:the people, to produce human resources who are committed to providing the best service; the process, to create an effective and efficient work in delivering services that comply with the global standards; and infrastructure and facilities, to create world-class infrastructures and facilities for maximum use in service.

In achieving the ‘Committed to Excellence’ value and digital transformation program’s success, it requires a leadership role that must include three leadership behaviors. These behaviors are to the ability to guide, inspire, and motivate people towards the company’s direction. ’

Leadership behavior is understood as a leader’s personality manifested in leadership activities related to managing tasks and relationships with subordinates/employees to achieve organizational goals (Ardiansyah, 2011). Based on the reasons mentioned above, we are interested in conducting a research entitled “The Analysis of Leadership Behavior in PT Angkasa Pura II (Persero).”

**LITERATURE REVIEW LITERATURE REVIEW**

**Leadership**

Leadership can be defined as a process of influencing or motivating a group of people to act toward achieving a common goal. A great team must have the same purpose, and there needs to be cooperation, excellent communication, and commitment (Maxwell, 1997). Leadership gives value to the work and life of others (Paul Birch, 2001). A true leader must pay attention to his/her character and integrity, poseess a leadership style, and model the behavior and habits (Wahyu, 2005). In his very famous book entitled *Developing Leadership Within You*, John C. Maxwell stated, “Changing leaders means changing the organization. Growing leaders means growing organization.” We can conclude that a company or an organization will not transform and run in the desired direction if the leaders do not change or grow. An organization cannot grow outwards until its leaders grow inside. If all leadership units transform positively, then the growth of the organization or company will occur automatically. Weak leaders equal weak organizations and influential leaders make a strong organization. Leadership is born from internal processes (leadership from the inside out).

When asked who the real leader was, the great Chinese philosopher, Lao Tsu, replied, ““A leader is best when people barely know he exists. A wicked leader is he whom the people despise. A good leader is he whom the people revere. When his work is done, his aim fulfilled, they will say: we did it ourselves.””

It is often true that a true leader is unknown by those they lead. Even when the mission or task is completed, all team members will say that they did it themselves. A true leader is an encourager, motivator, inspiration, and maximizer. This leadership concept may be considered a novelty and may not be accepted by conventional leaders who expect respect and praise from those they lead. The more praised, the more arrogant and forgetful a leader is. Real leadership is instead based on humility.

**Leadership Behavior**

In carrying out organizational management, leadership behavior can be seen starting from decision-making to implementing and evaluating work. Leadership behavior in an organization highlights and influences the emergence of member or group behavior. A leader’s behavior in giving instructions, supervising, or conducting evaluations, including expressing his thoughts, can create organizational effectiveness. Leadership behaviors include instructive, consultative, participatory, and delegatory action. Each leadership behavior has the following essential characteristics:

1. Instructive behavior is the establishment of one-way communication, where a leader limits the role of subordinates. Problem-solving and decision making are the leader’s responsibility. The implementation of work is closely monitored.
2. Consultative behavior occurs when a leader gives sufficiently comprehensive instructions. It is two-way communication, and there is support for subordinates. The leader is open to subordinates’ complaints and feelings in decision-making, making assistance to subordinates increased, although the implementation of decisions remains the leader’s responsibility.
3. Persuasive behavior entails a balanced control between a leader and subordinates in problem-solving and decision making. The leader and subordinates are equally involved in problem-solving and decision-making. Enhanced two-way communication; the leader listens intensively to subordinates, increasing subordinates’ participation in problem-solving and decision making consequently.
4. Delegative behavior occurs when a leader discusses problems faced by subordinates and delegates decision-making entirely to subordinates. Subordinates are given the right to determine how decisions are made and are authorized to complete tasks according to their own choices.

According to Stogdill, quoted by Muwahid Shulhan, to assess leadership behavior, 12 factors need to be considered, which are:

1. Representation, a leader must speak and act as a representative of the group
2. Reconciliation, a leader must reconcile demands for conflict and reduce irregularities from existing systems
3. Tolerance of uncertainty, a leader must be able to tolerate uncertainty and delays without worries or disturbances
4. Persuasiveness, a leader must be able to effectively persuade someone and show strong confidence
5. Initiation of structure, a leader must clearly define leadership roles and provide opportunities for subordinates to know what is expected of them
6. Tolerance of freedom, a leader must give subordinates the opportunity to take initiative, involve them in decision making, and take action
7. Role assumption, a leader must actively use their leadership roles rather than leaving it to others
8. Consideration, a leader must pay attention and acknowledge their subordinates’ weakness, cooperation, and contribution
9. Productivity emphasis, a leader must give priority to or emphasize productivity
10. Predictive accuracy, a leader must demonstrate forward-looking insight and the ability to predict future results accurately
11. Integration, a leader must maintain the organization’s network closely and resolve conflicts between members
12. Superior orientation, a leader must maintain friendly relationships with superiors who influence the leader and strive to gain a higher position.

The leadership style has three basic patterns. First, a patterned leadership style emphasizing the effective and efficient execution of tasks in order to realize goals effectively and efficiently. Second, a patterned leadership style emphasizing cooperative relationships. Third, a patterned leadership style emphasizing results that may be achieved to realize organizational goals. In this case, leaders pay great attention and have strong desires so that each member achieves as much as possible. The three basic patterns of leadership behavior in practice are not exclusive to one another. As mentioned above, the separation is intended as a theoretical description, which will lead to the category of leadership. Based on these three basic patterns, the formation of leadership behavior that is tangible to the leadership category consists of three main types of leadership:

1. Authoritarian leadership. This leadership type puts the power/authority in the hands of one person. The leader acts as the sole ruler. The position and duties of subordinates are simply executors of decisions, orders, and even the ’leader’s will.
2. Free control leadership type. This type is the opposite of authoritarian leadership. The leader is a symbol. The people are given full freedom to make decisions or conduct activitiesIn this case, the leader only functions as an advisor.
3. Democratic leadership. This type places humans as the primary and most important factor in each group or organization. In making decisions, this leadership type is very open to discussions at every level and within each unit.

In carrying out their leadership duties, a leader uses individual leadership styles and types. A leader has their own characteristics, habits, temperament, and character that distinguish themselves from others. This type of leadership will color leadership behavior.

**Role, Tasks, and Functions of Leadership**

Leadership roles according to RivaI (2004): 1) Path-finding, the role in determining the vision and mission; 2) Aligning the role to ensure that the organization’s structure, systems, and operations provide support for achieving the vision and mission; 3) Empowering the role to mobilize enthusiasm in people in expressing talent, ingenuity and latent creativity to do anything and be consistent with agreed principles.

Furthermore, Arjanti stated that there are five crucial roles of a leader in the organization:

1. Creating a vision. A leader is in charge of creating a vision for their organization. A vision is a statement about the organization’s ideals—what it wants to achieve and what it will be. A vision must be able to unite different interests to facilitate the decision-making process in the organization. It will help leaders and teams face corporate challenges.
2. Team building. A leader must be able to choose the right people to fill the right position. In order to do this, a leader must take the time to interview prospective employees.
3. Allocating tasks. Good leaders know their people well. They can analyze their team members and place qualified people in the right position according to their competence. A good leader will allocate assignments to the team members according to their respective expertise and passion
4. Developing people. Times have changed. In the past, many devoted people worked in one place for a long time. However, many people do not hesitate to change occupations when they feel like there is no self-growth. People want to learn and be smarter; a leader must understand this. They must be able to read the potential of the people they lead and develop their abilities and values.
5. Motivating team members. A vibrant team is a strength for a healthy organization. In maintaining team spirit, leaders must be able to inspire and motivate the members. A happy and passionate team will surely want to work hard and strive to achieve the organization’s goals and success (April 24, 2012, 11:15).

**PT Angkasa Pura II (Persero) ’s Architectural Leadership**

PT Angkasa Pura II (Persero) implements aligned leadership values ​​expressed by Ariyanti, which is contained in the Leadership System, referred to as Architectural Leadership.

**Leadership System**

The Leadership System is an underlying belief for performers, which is the essence of a corporate culture based on leader behavior values at all organization levels. The Leadership System consists of 2 (two) beliefs: sense and mindset. These are the fundamental beliefs of performers who must always use their sense in leading their members (Lead People) and their mindset in managing company business.

**Leadership Behaviour**

Leadership Behavior is a behavior standard that consists of practices to become leaders by forming attitude and acting patterns at all levels of the organization. Leadership Behaviors consist of 3E and 3C;

* *Encouraging People* is a leadership behavior where a leader must be able to motivate, develop expertise, and direct individuals under their leadership to give their best ability in completing tasks;
* *Empowering Winning Team* is a leadership behavior where a leader must be able to make the right approach to the group to build high morale in achievement;
* *Engaging Community* is a leadership behavior where a leader must be able to become a driver/encourager and provide positive benefits for the community;
* *Capable Executor* is a leadership behavior where a leader must have a qualified technical understanding and ability in making the right decisions to complete work with the best results;
* *Competitive Corporation* is a leadership behavior where a leader must have added value and expertise that are the drivers of excellence and competitiveness.

**RESEARCH METHODS**

This study observes employees’ perceptions of leadership behavior in the company. The approach used in this study is descriptive research, namely, cross-sectional study through analytical survey methods. A cross-sectional study is a research design carried out by collecting information from a sample obtained from population elements (Maholtra, 2007).

This study uses questionnaires that are filled quantitatively by respondents to obtain the primary data. This research’s collection method is an online self-administered survey (Aaker, Kumar, and Day, 2004). The target of this research is the employee of PT Angkasa Pura II (Persero). This study used non-probability sampling, which refers to all populations having equal opportunities. Questionnaire design is fundamental in this research because it can have a significant effect on research results (Maholtra, 2007). A good questionnaire design consists of four parts: the introduction, demographic information, content, and concluding information (Cook & Crossman, 2004).

The instrument used in this research is the Architectural Leadership Questionnaire. Demographic data obtained from this questionnaire are as follows:

1. The first part explains the study’s purpose and asks for respondents’ participation to provide the information.
2. The second part is demographic data that includes work location, gender, age, tenure, direct supervisor position, and the period of employment with the current direct supervisor. The work location includes a list of PT Angkasa Pura II (Persero) branch offices consisting of 1 head office and 13 branch offices including Soekarno-Hatta International Bandara (CGK), Halim Perdana Kusuma Airport (HLP), Sultan Mahmud Badaruddin II Airport (PLM), Supadio Airport (PNK), Kualanamu International Airport (KNO), Sultan Syarif Kasim II Airport (PKU), Minangkabau International Airport (PDG), Husein Sastranegara Airport (BDO). Sultan Iskandar Muda Airport (BTJ), Raja Haji Fisabilillah Airport (TNJ), Sultan Thaha Airport (DJB), Depati Amir Airport (PGK), Silangit Airport (DTB), and Banyuwangi Airport (BWX).
3. The third part is the six dimensions of leadership behavior. Each dimension consists of three statements and in total consists of 18 grains statement.. Each dimension is measured through three statements with a score of 1 to 6. The Likert scale used in this study consists of six points: scale 1 (strongly disagree), scale 2 (disagree), scale 3 (mildly disagree), scale 4 (mildly agree), 5 (agree), and 6 (strongly agree). The use of a six-point Likert scale is to avoid central tendency or respondents’ tendency to choose a middle/neutral response. The six-point Likert scale is easy to use and is also easy to understand by the respondents. However, the six-point Likert scale also has drawbacks. Respondents tend to need a considerable amount of time to fill in the questionnaire because they must carefully read each statement (Maholtra, 2007).

The first dimension is the ‘Engaging Community' dimension. It consists of three statements as follows: (1) The leader can direct subordinates to provide the best capabilities in completing work (Favorable); (2) My leader conduct coaching and mentoring to improve employee competence in completing work (Favorable); (3) Leadership coaching and mentoring has not run optimally for employee development (Unfavorable).

The second dimension is the 'Empowering Winning Team' dimension. It consists of three statements as follows: (4) My leader openly gives appreciation to his/her subordinates with an adequate performance (Favorable); (5) My leader is passive and tend to only complete daily work (Unfavorable); (6) In everyday life, my leader shows high morale for achievement that can serve as an example for the subordinates (Favorable). The third dimension is the 'Encourage People' dimension. It consists of three statements as follows: (7) My leader encourages and motivate employees to continue to learn and develop (Favorable); (8) Ideas and input from my leader can inspire employees to do their best work (Favorable); (9) My leader is not too concerned about developing employee competence (Unfavorable).

The fourth dimension is the 'Competitive Corporation' dimension. It consists of three statements as follows: (10) I have the desire to continue to learn and be ready to face various transformations in the business world (Favorable); (11) My leader looks at the standards of world-class companies as the basis for achieving the best quality work; (12) My leader is not ready to deal with various changes in the business world (Unfavorable). The fifth dimension is the 'Create a Value' dimension. It consists of three statements as follows: (13) My leader is innovation-oriented in achieving company improvement in the future (Favorable); (14) My leader has ideas on how to complete tasks and to be more productive and efficient (Favorable); (15) My leader tend to work following the existing procedures without thinking of innovation for company improvement (Unfavorable).

The sixth dimension is the 'Capable Executor' dimension. It consists of three statements as follows: (16) My leader has an excellent technical understanding so he/she can make decisions properly (Favorable); (17) My leader do not have too much control over the technical conditions of work in the field, so he/she cannot provide the right solution if a problem occurs; (18) With excellent technical skills, my leader can actively contribute to his/her duties and responsibilities (Favorable). Inverse scores calculate statements that are arranged in an unfavorable form. A score of six that indicates 'strongly agree' in the negative form is equivalent to a score of one that indicates 'strongly disagree', representing disagreement in a definite form. This method allows the number of scores to be combined to add meaning to the statement (Spector, 1997).

The T-test was conducted to determine the differences in employee architectural leadership based on demographic factors with two variants, such as gender factors. In this T-test, data is analyzed using the SPSS for Windows program with the independent sample T-test. In contrast, one-way ANOVA is used to examine differences in architectural leadership levels based on demographic factors with more than two variants, such as test factors for age groups, work locations, and others.

**EXPECTED FINDINGS AND LIMITATION**

Descriptive statistical analysis was conducted to determine the general description of the leadership behavior level in PT Angkasa Pura II (Persero). Respondents were asked to pick a statement regarding the six dimensions of the Architectural Leadership survey. The average score of leaders' perception of architectural leadership in PT Angkasa Pura II (Persero) is 74.90, which falls into the MODERATE category. The results illustrate GOOD ENOUGH; leaders have carried out fundamental beliefs, basic principles, and leadership behavior following the PERFORMERS Leadership System based on valid statements and calculating the employee's perception of architectural leadership for each dimension. Sorted from the highest to the lowest score, the average architectural leadership score for each dimension are as follow: the community engagement dimension has the highest score (12.96), followed by the create value dimension (12.76), encouraging people (12.46), capable executors (12.26), competitive corporations (12.23), and empowering winning teams (12.22).

This study uses a descriptive analysis of the T-test and ANOVA to determine the extent of differences in the architectural leadership levels of PTAngkasa Pura II (Persero) based on the demographic factors. In this descriptive analysis, , on average, the employees’ perception of architectural leadership is based on sex, age, location, position, and tenure factors.

Using the SPSS 22.0 program, we found significant differences in overall perception of architectural leadership based on sex, age, position, and tenure factors. However, we found no significant difference in the mean score based on the location factor. It may be caused by the same characteristics of leadership in PT Angkasa Pura II (Persero) in all locations; at the head office, division offices, and branch offices. It is due to the leaders getting the same leadership development and training program. Meanwhile, based on the direct supervisor's position, the senior leader group has the highest mean score compared to the middle and first-line leader groups. It is due to senior leaders having more training, development, experience, and job assignments than the middle and first-line leaders. The measurement of architectural leadership is essential because leaders play a significant leadership and organizational culture (OC) role in the occurrence of organizational transformation and performance (Denison, Hooijberg, Lane, & Lief, 2012; Hartnell, Ou, Kinichi, 2011; Kotter & Heskett, 1992; Peters & Waterman 1982; Schein, 2010). One study suggested that executive leaders play a significant role in culture emergence (Hartnell, 2012). However, immediate supervisors may play a significant role in culture maintenance as "vehicles by which cultural norms, values, and behaviors are reinforced, monitored, and enacted" (Burke et al., 2007, p. 91). Based on this study's results, it is suggested that PT Angkasa Pura II (Persero) develop an adequate and appropriate development program for leaders to improve company performance.

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