

# **Leadership's Approach to Overcoming Resistance to Organizational Change**

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## **ABSTRACT**

There is a lack of transparency in the communication of many decisions to staff, as well as inadequate capabilities, and the findings of Lurah's research remain closed. Good communication, whether with employees or the general public, will influence the development of the planned work program, the next step after establishing the organization's vision, according to Lurah. Lurah has failed to grasp the village organization's goal and vision, and the junior high school teachers' educational backgrounds and lack of experience in government make for a very inexperienced workforce. Lurah is still in the dark about its rivals and has no strategy in place. The character of Lurah's history and his reluctance to comply with the rules dominate the program and his unwillingness to make decisions. As a result of this study's problem-solving efforts, we now know that there has to be a system of rotating jobs depending on competency and knowledge; Lurah was also successful in recognizing the inappropriateness of the author's job description. Lurah has to step up her level of dedication, engagement, and participation; A Lurah's mounting requires familiarity with the Auth and regulations; Task and competency fields for task delegation; The educational, skill, and loyalty requirements for Lurah's background must be satisfied.

**Keywords:** Leadership Style, Lurah, Organizational Resistance

## INTRODUCTION

Partition of Indonesian administrative territory into sub-districts. A Lurah village serves as a district, city, or regional device within the framework of Indonesia's regional autonomy. A community governed by public officials (PNS). Kelurahan is where Lurah's district/city noise device is located in the subdistrict operating area, as per LAW No. 23 of 2014. Another way to look at it is that a Kelurahan is a group of people living in an area where each person has the lowest level of government authority, the freedom to run their own household, and is bound by the laws of the Republic of Indonesia. According to article 3, paragraph 1 of Law No. 43 of 1999 on the fundamentals of personnel, civil servants are members of the state apparatus whose duty it is to serve the public in a professional, honest, fair, and equitable manner while carrying out the responsibilities of the state, governing, and developing the country. Employees of the state have a moral and legal obligation to run the country efficiently, with the success of the state's goals depending on the calibre of its administrative machinery.

Citizens of Indonesia who meet specific criteria are appointed as ASN officers on a regular basis by the personnel officers to occupy the office of ASN, as stated in LAW No. 5 of 2014, which pertains to the civil apparatus. Professional ASN officers are the product of ASN management that adheres to basic values and professional ethics, is politically independent, and is free of corruption, collusion, nepotism, and other forms of graft. In evaluating the efficacy of the government's efforts to provide public services, the standing of the civil state machinery is crucial. As a means of organizing public services as Dicitakan by the government to fulfill the requirements of the people, the Minister for Administrative Reform enacted Kepmenpan number 63 in 2003, which sets service implementation rules. According to this rule, a public servant's duty is to the public, and public service entails nothing less than giving that public the best possible service. As a result, public service implementation is crucial and must not be overlooked. Leadership styles are not universally well-received or followed by all employees because organizations can have a wide range of demographics and personality types represented.

In article 10 of the North Sulawesi province's Bupati of North Sulawesi No. 95 from 2016, which governs the subdistrict and sub-district of North Minahasa Regency, as well as the position, organizational structure, duties, and functions of the ruler, Lurah has a responsibility

to uphold the organization's vision and describe its main task and function. Responsibility: (A) b) to manage community economic affairs and development; (c) to make plans for the construction, supervision, monitoring, and evaluation of government services; (d) to oversee efforts to maintain public order and peace; (e) to coordinate the enforcement of statutory regulations; (f) to coordinate the maintenance of public service facilities and infrastructure; and (g) to carry out any other tasks assigned by the employer.

Regional or municipal governments are called "local government" or "local bestuur" in English and Dutch. Both foreign phrases may signify a local government. Conceptually and factually, "local" refers to a community, not a region, when addressing local government and autonomy in various countries. According to Hoessein (2002), location affects local autonomy and administration. Politics are regional, not national. "Local authorities are elected bodies and expected to develop policies appropriate to their localities within the framework of national legislation." According to Hampton (1991, cited in Tangkau (2012), the local administration has outsourced local concerns to the UN autonomous region.

The definition of "regional" may illuminate local government operations. The word "region" comes from ancient Greek and Latin. Greek towns were called Koinoites, while individuals or regions were called demos until recently. English "city" comes from "municipium," the Latin source of "municipality." Civitas, meaning "city," comes from Civis, meaning "inhabitants," and Kabupaten, meaning "county." The term "coma" comes from this root. The English terms "fitas" and "office" come from the Old High German word "bergen," which means "to hide," as do the European words "burg," "borough," and "Bourg" (in French). From Old English "fenced land" comes "town". The German word "stadt" means house or place. A city dene is a large shelter with unique powers. Town, borough, and city were once extensively fortified, protecting residents from harm. Gemeinde, German for "town hall," or Gemeente, his uncle's tongue, is a community that allows its members to distinguish themselves.

Communities as legal subjects elect a council that decides on local community matters; "Gemeente" in the Netherlands, "MUNICIPLO" in Spain, and "commune" in Scandinavian and French countries all mean the same thing. Dijelfed environments are areas (Gabiedsdeel) separated into smaller environments. A region is a smaller portion of a larger ecosystem. First, local government, also known as local authority (UN, 1961), refers to organs or bodies like the Council (road) or DPRD and major (regent/mayor) where officials are elected.

(Hoessein, 2001). Second, local government encompasses all three meanings. Whether we're talking about a unitary state or the federal government, "local governments," are in charge depending on their jurisdiction. Here are the two tenets that underpin local government power: (1) The principle of *supra vires*, which holds that only the state and federal governments can approve or supply certain services.

This document specifies local government duties and declares that the federal government runs *Pemerintahan*. It also expresses the notion of general competence, which allows the local government to do whatever it needs to address regional requirements as defined by local decision makers. According to Hoessein (2001) and Smith (1985), the federal government handled one issue while local governments handled the others. Finally, local government in the sense of an autonomous region is the union of a legal community inside a territory that can rule and oversee governmental matters freely, based on community aims and aspirations.

Located in Indonesia, *Kelurahan* is a division of administrative area that falls under the sub-district hierarchy. The village is a working area of *Lurah* as a regional, district, or city device in the context of Indonesia's regional autonomy. This is the case in Indonesia. A group of people with the status of civil servants (PNS) led the community. According to law No. 32 of 2004, *Kelurahan* is the working area of *Lurah* inside the subdistrict working area. This is because *Lurah* is the district or city that functions as the device. *Kelurahan* is described as an area that is occupied by several inhabitants who have the lowest governmental organization directly under the head and the authority to manage their own homes and the bonds of the Republic of Indonesia. This is another definition of the term.

The village government (*Kelurahan*) must implement Bupati-granted government, development, and community issues in line with the law. We follow LAW No. 32 from 2004 for local governance and PP No. 73 from 2005 regarding *Kelurahan* on dates 4 and 5. Chapter 4 states that the *Lurah* must organize government affairs, development, and community, and administer the Regent/mayor's administration. *Lurah* organizes administrative activities, community empowerment, community service, public order and peace management, infrastructure maintenance and public service facilities, and civic institution development in the 5<sup>th</sup> article.

North Sulawesi Province Regent No. 95 of 2016 regulates the position, organizational structure, duties, functions, and governance of sub-districts and village districts of North

Minahasa. In article 10, Lurah must organize administrative services in the village, conduct development and community economic affairs, and plan to coordinate, construct, supervise, monitor, and evaluate government services.

## **METHODS**

This study uses qualitative methods. This is because qualitative research emphasizes the search for meaning, the revelation of meaning, and the study of phenomena. This research aims to provide a more complete, profound, natural, and accurate picture of the situation and minimize researcher intervention.

North Minahasa regency governs the research site in Airmadidi's Sukur Sub-district. This study used interactive data analysis from start to finish. Miles and Huberman used qualitative data analysis in their study, and data collection, reduction, presentation, and conclusion or verification were done in order.

Degrees of trust, acquisition, dependency, and certainty comprise the data validity technique. A detailed report or description is written from field data obtained at the research site. Field reports will be shortened, summarized, selected, and focused on the important aspects, then themes and patterns will be addressed. If the next data reduction stage maintains the research process, continuous data reduction happens. You can create summaries, code, browse themes, and categorize data at this level.

## **RESULTS AND DISCUSSION**

According to the report, Lurah's communication style is still closed, and many choices are not shared with staff. This is due to Lurah's lack of governance experience and the fact that some of his devices are relatives who work outside the workplace. The primary reason: Lurah doesn't understand the subordination of his subordinates. This is because Lurah must follow the Auth when delegating authority or misdelegating authority. The leader must transmit the message that binds everyone to participate in and touch the organization's vision internally and publicly. Communicated vision must be "beneficial, compelling, and motivating concerning the future of the organization." Leaders want all "players" to work together, coordinate their efforts, and realize the "achievement of victory" or the organization's vision. Leaders must inspire hope and build trust among people essential to the organization's future vision while keeping workers focused on its goals.

If it communicates well, tasks and work will be maximized. Tasks are not maximal when performed frequently. The Striah delegated the assignment to select people, even though they lacked the necessary skills, so their workmanship was less than optimal. Lurah's participation should be corrected regarding work delegation, which must be in agreement with what will be done and done professionally. In theory, the leader should affect his subordinates. The people in the relationship want change, and the leader is expected to make substantial changes in the organization rather than maintain the status quo. The leader does not demand the change; rather, it is following collectively owned and sought purposes. The aim is a wish that must be achieved in the future to propel the organization's vision and mission.

Effective communication will affect work program design, which follows organizational vision formulation. Planning is essential to achieve the organizational vision methodically. Planning work programmes are action planning implementation plans that build on existing difficulties to achieve specific goals under one-time leadership in the organisation. This software is for internal use. The Planning Work program is created over one leadership's tenure; how can a leader establish a plan if they can't communicate? As a stakeholder, a leader must prioritize this when gathering data on community issues. Work programs are scheduled and measured by company leadership to meet specific goals at one time. Because planning work programs must answer the expected achievement when the leader leads the organization, they are established during one leadership. Because the leader struggles to reassemble data and master rules, program design often involves plagiarizing or reproducing earlier programs. For one reason: the leader can't master the rules. Not inaccurate, however, it ignores the company's resource analysis. Plagiarism and program copying will hinder business growth. Program planning should include the company's achievements and conditions to create a continual work program that achieves its objective.

Communicators' skills in distributing the "message" and speaking are crucial to firm visioning. A good leader knows and respects the community so they can explain and gain support for future aspirations. Leaders' ability to communicate with others and reach the organization's goals internally and externally is crucial. The vision must be positive, appealing, and inspiring for the organization's future.

According to research, the ability to understand a person's resistance to rules or decision-making problems is dominated by what is desirable rather than the rule. Understanding the rules exists, but not applying them maximally in decision-making is based

on feelings. Despite a leader's personality or experiences shaping his leadership style, he can change it. Leaders know that some leadership styles work better than others. They can change a style if it's improper. However, it is important to remember that a leader who consciously adopts a style that does not fit their personality may struggle to use it effectively. Leader expectations also matter. It's been shown that the scenario usually goes our way for many reasons. Leaders' expectations of effective work style affect leadership style choices. Making a decision is a mental or cognitive process that involves choosing an action from several options. Every decision-making process generates a final choice, and the leader implements or acts on every decision to achieve the goal.

This research shows that Lurah's communication is still closed, that many decisions are not disclosed to personnel, and that her talents are weak. Lurah, efficient communication with employees and the public affects the planned work program, an advanced activity that follows the organizational vision. With a background in teaching junior high school kids and education abilities not typically associated with government roles, government experience is still limited. Lurah doesn't know his parents or the hamlet's volunteer group's aim. You lack a strategy. His background and uncontrolled reluctance to follow the rules are the main variables affecting the program and Lurah's decision-making debate.

Striah's ability to understand personal resistance to the rules or resistance to decision-making problems has not been so implemented the existing rules and has been more dominated by what is desirable rather than the rules, understanding that the rules exist but to practice that is still not maximally in the decision that he made, which was primarily based on the feelings of delegation of tasks that do not understand the appro Thus, the solution is to build a rolling position based on experience and competence, strengthen Lurah involvement and participation, and ensure that Lurah mounters grasp the Auth and regulations. Responsibility distribution by expertise and duty; Background Lurah must meet educational, talent, and loyalty standards.

## CONCLUSION

The study highlights several critical issues within Lurah's leadership and organizational structure, including poor communication, lack of transparency, and inadequate workforce capabilities. Lurah has struggled to align with the village organization's goals and vision, resulting in ineffective decision-making and insufficient strategy development. The workforce's lack of experience, particularly among junior high school teachers, further



exacerbates these challenges. To address these shortcomings, the study suggests implementing job rotation based on competency and knowledge, improving Lurah's understanding of regulations, and enhancing their commitment, engagement, and involvement in decision-making. These steps are essential to build a more competent, motivated, and effective workforce.

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