

The Relationship Between Leadership And Organizational Behavior (Case Study Of Ketapanrame Village Government)

Gita Seftiasari

Universitas Surabaya, Mojokerto

Juliani Dyah Trisnawati*

Universitas Surabaya, Surabaya

**juliani@staff.ubaya.ac.id*

ABSTRACT

Leadership and organizational behavior are two crucial elements in any organization, including in the context of village governance. Good leadership not only influences the direction and goals of the organization but also shapes the culture and dynamics within it. Understanding organizational behavior in Ketapanrame Village is essential to identify the patterns of interaction between individuals and groups, as well as how local culture affects the performance of village officials and the community. In this context, the relationship between leadership and organizational behavior is the main focus of this study. The research uses a qualitative approach with a case study method to explore the dynamics in more depth. Data were collected through in-depth interviews, direct observation, and analysis of relevant documents. The findings show that the relationship between leadership and organizational behavior in Ketapanrame Village has a direct impact on the effectiveness of village governance. Effective leadership can foster positive organizational behavior, where leaders create an environment that encourages collaboration, open communication, and innovation. Conversely, positive organizational behavior will support the achievement of the organization's vision and mission, as well as improve overall performance, creating synergy between leaders, village officials, and the community

Keywords: Leadership, Organizational Behavior, Village Government

INTRODUCTION

Leadership as a process of influencing others is aimed at shaping behavior according to our desires so that subordinates are willing to work together productively to achieve organizational goals. Therefore, leadership is the ability of an individual to direct others to follow their decisions in order to achieve predetermined goals. This ability is not easily possessed by everyone, as leadership requires maturity in thinking and behavior, as well as creativity and courage to lead. Furthermore, a leader must be able to set a good example and serve as a role model for their subordinates. A person's success in motivating others greatly depends on the leadership abilities they possess (Saleh, 2016).

Setyaki & Farqan (2021) state that a leader, through their leadership, can influence the behavior of individuals or groups to achieve the desired goals by setting a good example. A leader strives to ensure that their subordinates carry out their tasks in accordance with the expectations that have been set. Subordinates or followers will attempt to align themselves with what the leader wants, especially when the leader provides a tangible example. A person can be appointed as a leader, either in a formal or informal capacity, because they possess advantages or strengths compared to their subordinates. One way to instill character education is through leadership that reflects positive values. A leader who sets an example inspires others to follow their lead, both in words and actions. The character reflected in this example includes several important values, such as honesty, which forms the basis of trust and

integrity; forward-thinking, which demonstrates vision and the ability to plan the future wisely; the ability to inspire, which motivates others to do better and achieve common goals; and competence, which reflects the skills and expertise needed to lead effectively.

Leadership style is the approach a leader uses to influence and direct their subordinates. There are three different leadership styles: autocratic, democratic or participative, and laissez-faire, each with its own strengths and weaknesses. In general, most leaders combine all three leadership styles in various situations, but the most dominant style often becomes a distinguishing characteristic, determining whether a leader tends to be autocratic, democratic, or laissez-faire (Supartha & Sintiasih, 2017).

A leader bears a significant responsibility. The authority of a leader should not be misused for specific or personal interests. According to Madiistriyatno (2019), leadership is not merely a position or role within a system, but is more related to the skills, abilities, and influence a person has. Therefore, an individual in a formal position does not necessarily possess effective leadership skills, and leadership itself can be held by someone who is not in a formal leadership role.

Leadership is an essential quality for every organization, including in the context of village governance. In Ketapanrame Village, the role of a leader is crucial in directing and motivating the community and village officials to achieve the set development goals. An effective leader not only provides guidance but also influences the behavior of individuals and groups within the community. Thus, the relationship between leadership and organizational behavior becomes a key focus of this study.

Organizational behavior is a discipline that studies the interaction between individuals, groups, and organizations within the work environment. It combines concepts from psychology, sociology, anthropology, and management science to understand the dynamics within an organization. Organizational behavior examines all aspects within an organization, including job satisfaction, motivation, communication, leadership, conflict, and organizational learning (Aripin, 2023).

According to Nofiani & Mursid (2021), the benefits of studying organizational behavior are to help each individual understand their own behavior and the behavior of others within the organization, thereby improving interpersonal relationships among individuals in the organization.

Organizational behavior at the village level includes interactions between village officials and the community, as well as how they collaborate to complete various programs and activities. This encompasses aspects such as communication, collaboration, motivation, and responses to policies implemented by the village head. Understanding organizational behavior in Ketapanrame Village is crucial for recognizing existing interaction patterns and how local culture influences the performance of village officials and the community.

The success of leadership in Ketapanrame Village greatly depends on the leader's ability to understand and manage organizational behavior. A leader who is sensitive to community dynamics and can adapt to the needs and expectations of the villagers can create a productive and harmonious environment. Conversely, unresponsive leadership can trigger conflicts, dissatisfaction, and a decline in community participation in village activities. Therefore, the relationship between leadership and organizational behavior in Ketapanrame Village has a direct impact on the effectiveness of village governance.

Given the importance of this relationship, research on leadership and organizational behavior in Ketapanrame Village is highly relevant. This study aims to understand how the leadership style of the village head can influence the behavior of village officials and the community, as well as its impact on achieving village development goals. This research is expected to provide deeper insights for creating a more effective and harmonious work environment at the village government level and offer practical recommendations for village leaders to improve performance and community welfare.

METHOD

This study adopts a qualitative approach using a case study method to explore information in depth, with an observation duration of 3 months. Data was collected through interviews, observations, and document analysis related to leadership and behavior at the Ketapanrame Village Office. The strategy for sampling interview participants uses a purposive sampling technique. The data collection procedures include conducting interviews with the Village Head, village officials, and several community members to gather their views and experiences; involving direct observation of the interactions between the Village Head and the community in various activities such as village meetings and the implementation of village programs; and analyzing related documents, such as the application of the Organizational Structure and Work Procedures and village financial management. The collected data will be analyzed using a thematic descriptive analysis approach, where the main themes emerging from the interviews and observations will be identified and categorized. This process will identify patterns and relationships between leadership and organizational behavior.

RESULTS AND DISCUSSION

Leadership of the Village Head of Ketapanrame

Based on the data obtained, the researcher conducted an analysis through several indicators that reflect the leadership effectiveness in carrying out their duties. These indicators include:

1. A Leader Who Involves Employees in Decision-Making

The Village Head of Ketapanrame applies a participatory approach in decision-making. In line with the Participative Leadership Model, where the leader involves team members in the decision-making process, listens to their ideas, and empowers them to take an active role. This is evident when he involves village officials and the community in formulating the Village Tourism development plan. By holding discussion forums or deliberations, the leader not only listens to ideas and input from subordinates but also empowers them to take an active role in the decision-making process. This creates a sense of ownership among the community and village officials, and increases commitment to the decisions made. By involving village officials and the community in decision-making, the planning and implementation process of village programs becomes more focused on the needs of the village and promotes the sustainability of programs in the future.

2. Clarity of the Leader Towards Employees in Giving Orders

The application of the Situational Leadership Model means that the leader focuses on assigning clear tasks that align with each team member's expertise to achieve higher work efficiency. The Village Head has a good understanding of the capabilities of each village official. By assigning tasks based on expertise, the leader ensures that each team member clearly understands their role and responsibilities. For example, officials with experience in finance are assigned tasks related to budget management, while those with experience in social affairs focus on community empowerment programs. This clarity can improve work efficiency, create a more organized and efficient organizational structure, which leads to increased effectiveness in village management.

3. Trust of the Leader Towards Employees

The trust given by the Village Head as the Village Financial Management Authority to the village officials, especially to the Village Financial Management Implementer in accordance with the Ministry of Home Affairs Regulation No. 20 of 2018 on Village Financial Management, is an important aspect of leadership. The Delegative Leadership Model can be applied by the leader giving trust to subordinates to take responsibility and make decisions in certain areas, which can enhance a sense of responsibility, initiative, and creativity. By entrusting the responsibility of implementing activities under the Village Revenue and Expenditure Budget, the leader creates a greater sense of responsibility among village officials. This encourages initiative and creativity, and makes them feel valued and

recognized for their capabilities. This trust also reduces micromanagement, which can often hinder performance

4. The Leader's Care for Employees

The Village Head of Ketapanrame demonstrates genuine concern for his staff by fostering informal communication. This is in line with the concern-oriented leadership model, where the leader shows care for the well-being and needs of their subordinates, creating a strong emotional bond with them. Through daily interactions, such as informal interactions about personal or non-work-related topics, the Village Head builds close relationships. This helps create a comfortable and supportive work environment, where village officials feel appreciated as individuals, not just as employees. Good communication also promotes openness, making staff feel more confident in expressing their opinions or issues they face.

5. The Leader Rewards Employees

Applying the Transactional Leadership Model, where the leader provides rewards or incentives to subordinates as compensation for good performance. The Village Head consistently rewards village officials who have performed their duties well. This can be done through direct expressions of gratitude or public recognition. This not only boosts individual motivation but also creates a positive culture where achievements are valued and acknowledged. These rewards serve as incentives for employees to continue striving to do their best in their work. One of the awards received by Ketapanrame Village was the "Prospective Village with Best Village Financial Management Governance" in 2021, awarded by the Directorate General of Treasury, East Java Provincial Office, Ministry of Finance.

6. The Leader Gives Warnings to Employees

The Village Head demonstrates constructive leadership by providing advice or warnings when village officials make error. A leadership model like this is called the Transformational Leadership Model. This method is carried out in an educational manner, where the Village Head explains the shortcomings and offers solutions that are easy to understand. This approach not only helps village officials learn from their mistakes but also builds mutual respect between the leader and subordinates. In this way, the leader ensures that the learning process continues and improves the quality of the team's work. In the context of village governance, this will strengthen the commitment and performance of village officials, as well as encourage them to be more responsible in carrying out their duties and responsibilities. Additionally, by ensuring that the learning process continues, the leader creates a culture of continuous improvement, which is crucial in village management, thereby enhancing the effectiveness and efficiency in implementing various village programs.

Organizational Behavior at the Ketapanrame Village Office

Organizational behavior at the Ketapanrame Village Office reflects the interactions between the Village Head, village officials, and the community in efforts to achieve common goals. Several aspects of organizational behavior that have been analyzed include:

1. Collaboration and Participation at the Ketapanrame Village Office

Collaboration and participation are essential aspects of the organizational dynamics at the Ketapanrame Village Office. The Village Head actively involves village officials and the community in decision-making related to village policies. In this way, every individual feels that their voice and role are important in the planning and implementation of village programs. This approach not only increases the sense of ownership within the community over the decisions made but also creates stronger commitment to policy implementation. When the community is directly involved, they tend to be more motivated to support and contribute to the agreed-upon goals.

This collaborative process also strengthens the relationship between the Village Head and village officials. Ketapanrame Village has three hamlets, and the village officials residing in each hamlet must position themselves as representatives of the Village Head. This ensures that when problems arise, community members can contact the nearest village official. Through open discussions and regular communication forums, the Village Head provides opportunities for each village official to voice their ideas and opinions. This fosters innovation and creativity, as the officials feel heard and valued. These discussions are not limited to formal matters but also cover everyday issues that affect the well-being of the community, allowing village officials to feel more engaged in the entire village governance process.

Community participation is also evident in their involvement in village development programs, such as the development of village tourism. By involving the community at every stage, from planning to implementation, the Village Head creates a sense of collective responsibility. The community feels they have a stake in the success of these projects, which in turn increases trust and cooperation among the villagers. This participation enhances the quality of the programs implemented, as the community better understands their own needs and expectations. One example of this is the community's involvement in the funding or investment program for the development of the Ghanjaran Park and Suber Gempong Rice Field Tourism.

Moreover, collaboration and participation also create an environment where feedback becomes an integral part of the decision-making process. By holding regular meetings and evaluation sessions, the Village Head can collect input from the community and village officials for continuous improvement. This not only enhances the effectiveness of existing policies but also builds a culture of learning within the organization. The community becomes more proactive in providing feedback and suggestions, which helps the Village Head formulate more relevant and responsive strategies to meet residents' needs. Thus, collaboration and participation at the Ketapanrame Village Office not only strengthen social bonds but also encourage sustainability in all village development efforts.

2. Open Communication at the Ketapanrame Village Office

Open communication at the Ketapanrame Village Office is one of the main pillars in creating a harmonious and productive work environment. The Village Head prioritizes the principle of transparency in interacting with village officials and the community. In practice, this means that all members of the organization, from the most senior to the most junior, are encouraged to express their opinions, criticisms, and suggestions without fear of negative consequences. By creating an atmosphere where every voice is valued, the Village Head ensures that innovative ideas can emerge from all levels of society, enriching the decision-making process.

Open communication also plays a crucial role in addressing issues and conflicts that may arise. With clear and accessible communication channels, village officials and the community can quickly voice complaints or dissatisfaction. The Village Head, with a proactive approach, is able to respond to these issues swiftly and effectively. This not only prevents problems from escalating into larger conflicts but also shows the community that their leader cares and is ready to listen.

Furthermore, open communication fosters a culture of transparency in managing village information and resources. By providing clear access to information about the budget, programs, and policies, the community can see how decisions are made and how resources are managed. For example, budget usage banners are displayed in each hamlet, and transparency about village activities can be accessed through the Ketapanrame Village social media. This reduces the potential for suspicion and dissatisfaction, while strengthening the accountability of the Village Head and his officials. Through effective and open communication, the relationship between the leader and the community becomes more solid, which positively impacts cooperation in achieving shared goals in Ketapanrame Village.

3. Trust-Based Leadership at the Ketapanrame Village Office

Trust-based leadership at the Ketapanrame Village Office plays an essential role in creating a conducive and collaborative work environment. The Village Head places trust as the primary foundation in relationships with village officials and the community. By entrusting team members with the initiative and decision-making power, the Village Head not only boosts their confidence but also encourages creativity and innovation. This creates an atmosphere where each individual feels valued and plays an important role in achieving shared goals.

One manifestation of trust-based leadership is in the task delegation process. The Village Head recognizes the abilities and potential of each village official, allowing them to assign tasks according to their expertise and interests. By giving appropriate responsibilities, the village officials feel appreciated and more motivated to perform well. This trust also triggers a greater sense of responsibility, where they strive to meet expectations and maintain integrity in carrying out their tasks.

Trust-based leadership at the Ketapanrame Village Office contributes to creating a positive organizational culture. The village community observes the example set by their leader, who not only speaks of trust but also applies it in daily practices. As a result, a culture of mutual respect and support begins to form, where every individual feels safe sharing ideas and opinions. In the long run, this trust-based leadership strengthens the community's commitment to village programs and improves the effectiveness of collaboration in achieving sustainable village development goals.

4. Culture of Appreciation and Learning at the Ketapanrame Village Office

The culture of appreciation at the Ketapanrame Village Office is one of the key pillars in creating a productive and competitive work environment. Such actions create a positive work atmosphere that encourages all team members to perform better. When individuals feel valued, they are more likely to be engaged and contribute maximally to achieving shared goals.

5. Social Responsibility at the Ketapanrame Village Office

One tangible example of social responsibility is the involvement of the Village Head in addressing social issues faced by residents. From problems such as debt from loan sharks, inheritance disputes, to juvenile delinquency, the Village Head does not hesitate to step in directly. In these situations, the Village Head plays the role of a mediator, helping residents receive the assistance and support they need. This demonstrates that leadership is not just about managing administration but also about empathizing and contributing to improving the welfare of the community. These actions can strengthen solidarity among residents and increase their satisfaction with the existing leadership.

Social responsibility is also reflected in programs designed to improve the quality of life for the community. For example, the Village Head facilitates halal certification for village MSMEs to enhance the economic capacity of residents. Programs like this not only help individuals increase their income but also contribute to the overall economic development of the village. Additionally, by addressing social needs such as healthcare and education, the Village Head demonstrates a commitment to building a more empowered and sustainable village.

Finally, social responsibility serves as the foundation for building a culture of collaboration among village officials and the community. When residents feel heard and cared for, they are more likely to actively contribute to village activities. This sense of care fosters a strong sense of togetherness and motivates individuals to participate in decision-making that impacts their lives. Thus, social responsibility not only strengthens the relationship between the leader and the community but also enhances the social networks critical to the success of village development in Ketapanrame.

Relationship Between Leadership and Organizational Behavior

Effective leadership can shape positive organizational behavior. A leader is capable of creating an environment that supports collaboration, open communication, and innovation. Conversely, positive organizational behavior will support the achievement of the organization's vision and mission.

1. Reciprocal Relationship

Leaders drive behavior, playing a crucial role in shaping the behavior of organizational members. The leadership style implemented by the leader can create an environment that either encourages or hinders certain behaviors, such as creativity, collaboration, and motivation among members.

Likewise, the behavior of the members also influences leadership. The behavior of individuals and groups within the organization can impact the effectiveness of leadership. When members exhibit positive behaviors, such as commitment and collaboration, leaders are more likely to achieve their goals. However, when negative behaviors arise, conflicts and dissatisfaction are likely to emerge.

2. Building Organizational Culture

In village governance, organizational culture directly affects how village officials and the community interact, collaborate, and achieve common goals. A strong and positive culture not only creates a sense of identity and togetherness but also serves as the foundation for collaborative, innovative, and productive behavior. A positive organizational culture cannot be established without positive leadership and organizational behavior. One example of a positive organizational culture in Ketapanrame Village is the village government's consistent presence in community events such as religious gatherings, celebrations, and others. The village head sets an example by never being absent from these activities. As a result, the behavior of the village officials automatically mirrors the actions of the village head.

CONCLUSION

From the case study conducted in Ketapanrame Village, it can be concluded that leadership and organizational behavior have a complex and reciprocal relationship. An effective leader can create an environment that supports positive behavior, while the behavior of organizational members can also influence the effectiveness of leadership. Understanding this interaction is crucial for achieving organizational goals effectively and efficiently. By aligning leadership strategies with observed behavioral patterns, organizations can foster higher efficiency in resource management and stronger community engagement.

Therefore, further research on this relationship could provide valuable insights into the development of leadership and human resource management within organizations. Leaders in similar village governance settings could benefit from implementing structured participatory mechanisms, such as regular community forums or task delegation based on expertise. Given the focus on a single village context, future studies could explore whether similar dynamics exist in larger or more diverse governance structures.

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