A STUDY OF LEADERSHIP BEHAVIOR AND ITS IMPLICATIONS FOR ORGANIZATIONAL CULTURE AT PT PLN (PERSERO)

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ABSTRACT

The leadership behavior at PT PLN (Persero) has significant implications for the formation, development, and change of the organizational culture within the company. When leaders demonstrate behaviors that promote values such as integrity, collaboration, and innovation, this can positively influence the organizational culture. The objective of this research is to explore how leadership behavior at PT PLN (Persero) affects the formation and development of the organizational culture within the company. The method used in this research is a systematic literature review. The findings of this research indicate that all patterns of leadership behavior at PT PLN (Persero) have a significant impact on the motivation, commitment, and performance of employees towards the company's goals and values. Inspirational and empowering leadership fosters an organizational culture based on loyalty and dedication.

Keywords: Company, Leadership, Organizational culture, PLN

Introduction

Leadership plays a key role in shaping and guiding organizational culture in a company. According to (Amir et al., 2022) the concept of leadership goes beyond mere management; it involves the ability to influence others and inspire them to achieve common goals. A leader's behavior, both directly and indirectly, has a significant impact on the attitudes, values and norms held by members of the organization. A leader who practices values such as integrity, honesty, and openness is likely to establish an organizational culture based on those principles. In addition, the behavior of a leader who is able to communicate a clear vision, provide motivation, and show example will influence the way employees interact and work in that environment (Claudia Arinta Ryanto, 2018).

Effective leadership not only provides direction and supervision, but also forms the foundation of cherished values and inspires employees to reach their maximum potential. Effective leadership behavior at PT PLN (Persero) includes a series of characteristics and components that contribute to the formation of a strong organizational culture. Honesty and integrity are important foundations (Sukmawati et al., 2020). An honest and responsible leader will set a strong example for team members, forming the basis for open communication and productive engagement. Furthermore, openness is an important aspect
of effective leadership behavior. Leaders who are able to communicate clearly and openly will facilitate the smooth flow of information and build trust among employees.

The ability to motivate and inspire is also a key characteristic of effective leadership. Leaders who are able to instill enthusiasm and encourage employees to achieve common goals will create a work environment that is full of energy and achievement-oriented. According to (Friska Nababan, 2021) the ability to form a shared vision is essential. Leaders who have a clear vision and can share it in an inspiring way will help direct collective efforts toward achieving organizational goals. The organizational culture at PT PLN (Persero) is a reflection of the values, norms and work practices that are widely adopted in the company. As a company operating in the energy and electricity sector, PT PLN (Persero) may adhere to values such as reliability, service quality, safety and social responsibility.

Applicable norms may include teamwork, open communication, and an orientation towards quality results. Typical work practices may include a process-based approach to managing energy projects, a commitment to sustainability, and a focus on operational efficiency. Typical elements of organizational culture at PT PLN (Persero) can be significantly influenced by leadership behavior. For example, if leaders emphasize integrity, reliability, and service orientation, this will be reflected in an organizational culture that emphasizes these values (Fitri & Majors, 2014). Leadership behavior that encourages collaboration, openness and innovation can also form distinctive elements of organizational culture at PT PLN (Persero).

When leaders practice these values in daily actions and facilitate the development of adaptive and responsive work practices, this creates a work environment that allows organizational culture to thrive and adapt. Leadership behavior at PT PLN (Persero) has significant implications for the formation, development and change of organizational culture in the company. According to (Sari, 2017) when leaders demonstrate behaviors that promote values such as integrity, collaboration, and innovation, this can positively influence organizational culture. One possible implication is increased collaboration among team members and company divisions. Leaders who encourage collaboration will create an environment where ideas can circulate freely and teams work together to achieve common goals. This can change the organizational culture to be more open and inclusive.

Leadership behavior that supports innovation can produce an organizational culture that is more responsive to change and new challenges. Leaders who value new ideas and take risks in experimentation can inspire employees to think creatively and seek innovative solutions. This will strengthen the culture of innovation at PT PLN (Persero) and help the company adapt to continuously developing market dynamics. Leadership behaviors that build trust also have major implications for organizational culture. When leaders are honest, fair, and reliable, it creates an environment where employees feel safe to share ideas, raise concerns, and work effectively (Ashbari et al., 2020). The trust that is built will strengthen collaboration between teams and strengthen positive norms in organizational culture.

Leadership behavior that motivates employees and shows concern for their success can increase employee motivation and involvement in achieving company goals. According to (Widyacahyani et al., 2020) when leaders inspire and empower employees, this creates an organizational culture driven by dedication and passion for collective achievement. The challenges faced by leaders in influencing organizational culture at PT PLN (Persero) include several aspects that need to be considered. One of them is managing change in a dynamic business environment. Leaders need to be able to identify and deal with changes occurring in the energy industry and other external environments, and guide organizations to adapt quickly.

Another challenge is ensuring consistency of organizational values in daily behavior. Leaders must be role models in implementing company values such as integrity and honesty, so that these values can be instilled consistently throughout the organization. Apart from
challenges, there are opportunities to increase leadership effectiveness in forming the desired culture at PT PLN (Persero). According to (Prayuda, 2022) one way is through a proactive approach in communicating and collaborating with organizational members. Leaders can take advantage of opportunities to increase transparency and openness in communications, thereby strengthening relationships and trust among teams. Another opportunity is to utilize technology and innovation to strengthen organizational culture. Leaders can introduce more responsive and efficient work practices by leveraging the latest technology, thereby encouraging collaboration and innovation across the organization.

By identifying existing challenges and taking advantage of available opportunities, leaders at PT PLN (Persero) can increase the effectiveness of their leadership in forming an organizational culture that is strong, inclusive, and oriented towards company values. The purpose of this research is to determine how leadership behavior at PT PLN (Persero) influences the formation and development of organizational culture in the company and to determine the implications of certain leadership behavior patterns for the values, norms and practices in the organizational culture of PT PLN (Persero), and how this impacts the overall performance and success of the organization.

Methods

Systematic Literature Study (SLR) is an effective research method for compiling and evaluating scientific evidence related to a particular topic. In the context of the research "Study of Leadership Behavior and its Implications for Organizational Culture at PT PLN (Persero)", the use of the SLR method can provide an in-depth understanding of the relationship between leadership behavior and organizational culture in the company. The keywords used, such as "leadership", "organizational culture", "company", and "PLN", will be the main search keys in the SLR process. The use of databases such as PubMed and Google Scholar will facilitate searching for related scientific articles and journals. Review search results to select articles most relevant to the research topic. Selection can be based on certain criteria, such as year of publication, relevance to the topic, and research methods.

Evaluate the quality and relevance of selected articles. The selected articles should have a strong research methodology and make a significant contribution to the understanding of leadership behavior and organizational culture. Prepare reports or systematic reviews based on findings from analyzed literature. This report will be the basis for understanding the implications of leadership behavior on organizational culture at PT PLN (Persero). By systematically applying the SLR method, researchers can collect, assess, and analyze relevant scientific evidence to support a comprehensive understanding of this research topic. This method allows the identification of key factors that influence organizational culture at PT PLN and the impact of leadership behavior on the company.

Result and Discussion

The article selection process follows the Preferred Reporting Systematic Reviews and Meta-analysis (PRISMA) guidelines and consists of several stages. The initial stage involved searching for articles, and at this stage, the number of articles found in the 2020-2023 period was 15 articles. Then, it continues with the screening stage, where these articles are analyzed further. After the screening process, 5 articles were selected to proceed to the next stage. The next stage is article quality evaluation, where each article is checked to ensure its reliability and quality. The results of this evaluation stage were that 5 articles met the requirements and were worthy of inclusion in the final literature review report. This reflects a rigorous and systematic article selection process in accordance with PRISMA guidelines.
Researchers carry out a decision-making process regarding articles found relating to this research issue, as well as identifying each article contained in each database accessed. Based on these articles, an in-depth review was carried out regarding Bankruptcy Prediction: A Literature Review of the Enterprise Risk Management (ERM) Financial Management Review Approach.

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<th>Title and Researchers</th>
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<td>The Influence of Motivation and Leadership on Work Performance at PT. PLN (Persero) Main Development Unit II Medan (Sitompul, 2020)</td>
<td>Identifying the impact of motivation and leadership on employee performance at PT. PLN (Persero) Main Development Unit II Medan.</td>
<td>The results of research at Pembangunan II Medan show that there is a positive relationship between motivation and leadership and employee work performance, which is indicated by an Rx1x2y value of 0.500. This implies that with increased motivation and leadership, an increase in employee work performance can be expected.</td>
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<td>The Influence of Leadership Style on Work Discipline (Study on Employees of PT PLN (Persero) Malang Service Area) (Muttaqin et al., 2019)</td>
<td>Evaluate the impact of leadership style on the level of work discipline.</td>
<td>That both task behavior and relationship behavior have a significant impact together on employee work discipline. This is indicated by the significance value of f which is less than alpha (0.000 &lt; 0.05), as well as the r square value of 0.475.</td>
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<td>The Relationship between Growth Mindset and Leadership Behavior in Students (Mahidhika &amp; Fathiyah, 2022)</td>
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<td>Shows that there is a positive correlation between a growth mindset and leadership behavior in students who are active in organizational activities. Students who have a growth mindset attitude tend to demonstrate leadership behavior more often.</td>
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<td>Understanding the impact of work stress and leadership behavior on job satisfaction levels.</td>
<td>Multiple linear regression analysis shows that there is a negative correlation between the level of work stress and nurses’ job satisfaction (pv=0.009; b=-335), as well as a positive correlation between leadership behavior and nurses’ job satisfaction (pv=0.024; b=0.381).</td>
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<td>The Influence of Leadership Work Discipline and Motivation on Employee Performance at Pt. Pln (Persero) Suluttenggo Area Manado Area (Katiandagho et al, 2014)</td>
<td>Understand the impact of work discipline, leadership and motivation on employee performance. The research method used is associative with multiple linear analysis techniques.</td>
<td>Research shows that together, work discipline, leadership, and motivation have a significant impact on employee performance.</td>
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Source: Data processed by researchers, 2024

PT PLN (Persero), the leadership model implemented has a significant influence on the organizational culture of the company. There are various types of leadership that can be applied, such as transactional, transformational, or other, each of which has a different impact on how the organization operates and how employees interact. According to (Sitompul, 2020) Transformational leadership, for example, tends to encourage a culture of innovation and collaboration within PT PLN. Transformational leaders motivate employees to achieve ambitious goals, provide inspiration, and create a work environment that supports individual and team growth. This model strengthens organizational values that are oriented towards positive change and adaptation to a dynamic environment. On the other hand, transactional leadership focuses more on achieving targets and routine tasks.

Transactional leaders use a more traditional approach to leading, by providing rewards or sanctions based on employee performance against predetermined goals. Although more focused on short-term results, this model may be less likely to encourage innovation and creativity in the organizational culture. Choosing the right leadership model at PT PLN (Persero) will influence how the organizational culture develops and adapts to change (Mutqa’in et al., 2019). It is important to understand the characteristics and impact of each leadership model in the corporate context to achieve strategic goals and build a culture that is in line with organizational values. At PT PLN (Persero), the values and ethics adhered to by leaders have a significant impact on the company’s organizational culture. Leaders who emphasize integrity, honesty and responsibility will play an important role.
in forming an organizational culture with strong and consistent character. Integrity is a fundamental value required in leadership at PT PLN. According to (Mahidhika & Fathiyah, 2022), leaders who uphold integrity will encourage employees to act in accordance with firmly held moral and ethical values. This forms the basis for building an organizational culture that focuses on honesty, transparency, and trust among all company members. Honesty is a very important value in the context of leadership at PT PLN. Leaders who are honest in their communications and actions will help create an open and honest work environment.

Honesty also helps build strong relationships between leaders and subordinates, and encourages collaboration and active involvement in achieving organizational goals. Responsibility is another aspect of leadership values and ethics that influences the organizational culture at PT PLN. According to (Aziz, 2020), responsible leaders will demonstrate dedication to achieving company success by leading by example and taking responsibility for decisions and actions taken. This value of responsibility encourages employees to take initiative and be responsible for their tasks and projects. The leadership values and ethics adhered to by leaders at PT PLN have a strong influence on organizational culture. Leaders who display integrity, honesty, and responsibility will create a positive, value-oriented work environment and support the company’s growth and success.

It is important for leaders at PT PLN to be role models in implementing these values in their daily actions. Effective communication and openness from leaders at PT PLN (Persero) have a crucial role in influencing the company’s organizational culture. Clear and open communication from the top of the organization helps build trust among team members and supports the creation of a collaborative and inclusive work culture. Leaders who are able to communicate effectively have the ability to convey the vision, values, and goals of the organization clearly to all employees (Katiandagho et al., 2014). Open communication ensures that information flows smoothly across all levels of the organization, so that every team member feels involved and valued. Openness from leaders also creates an environment where employees feel comfortable sharing ideas, providing feedback, and participating in decision making.

This culture of openness allows for strong collaboration between various divisions and levels of the organization, which in turn encourages innovation and efficiency. Effective communication and openness from leaders help reduce information gaps and minimizes the emergence of rumors or speculation in the workplace. This creates a transparent and supportive work environment, where employees feel heard and valued. According to (Makalao & Z Soeratin, 2023), decision-making patterns by leaders at PT PLN (Persero) have a significant impact on the company’s organizational culture. Participatory decision making, where the leader involves team members in the decision-making process, can reflect the values upheld in the organizational culture.

Participative decisions show an inclusive attitude and respect for the contribution of each team member in forming decisions. This creates a work atmosphere where employees feel heard, valued, and have responsibility for the results of the decisions they make. According to (Kurnia & Soeratin, 2023), participatory decision making patterns can strengthen the sense of ownership of decision results among team members. When employees feel involved in the decision-making process, they are more likely to accept and support the decision. This can encourage collaboration, creativity, and innovation across the organization. Leaders who implement participative decision-making patterns also demonstrate a willingness to learn and develop with their teams. Open space for the exchange of ideas and feedback, which can ultimately strengthen a company’s culture of continuous learning and improvement (Kaok et al., 2019).

Leadership behavior at PT PLN (Persero) has a significant impact on employee motivation and commitment to company goals and values. According to (Ghufron, 2020), leadership that inspires and empowers employees tends to build an organizational culture based on high loyalty and dedication. Employees led by inspiring leaders feel the drive to achieve greater, shared goals. Leaders who are able to
convey the company vision clearly and motivate employees to contribute optimally are often able to form enthusiastic and committed teams. Leadership behavior that empowers employees by providing appropriate responsibility and autonomy can increase their sense of ownership of their work and results.

Employees who feel valued and empowered to take initiative in their work tend to be more motivated to make their best contribution. Effective leadership behaviors can also help build strong relationships between leaders and their teams. Employees who feel supported and cared for by leaders are usually more motivated to remain committed to the company and work towards achieving shared goals (Agata & Nugraheni, 2003). Leadership behavior at PT PLN (Persero) in facing and managing changes in the business and organizational environment has a significant impact on company culture. Leaders who are able to guide an organization through periods of change wisely and effectively tend to form an adaptive and innovative culture.

Adaptive leadership requires leaders to have the ability to understand the dynamics of change and be able to communicate relevant vision and strategies to team members. Leaders who are open to change and able to effectively facilitate organizational adaptation can create a work environment that is responsive to new challenges (Dien Sandra Rosuliana et al., 2022). Leaders who are effective in managing change are also able to influence employee attitudes and behavior towards change. They encourage employees to develop a positive attitude towards change and motivate them to actively participate in the change process. Leadership behavior patterns have a significant influence on the values and norms that exist in organizational culture.

Leadership that emphasizes values such as integrity, honesty, and responsibility tends to set a strong example for organizational members. Leaders who are consistent with these values will encourage the instillation of these values throughout the organization. For example, when a leader shows integrity in decision making and daily actions, this creates standards that team members follow. According to (Heriansyah & Hilmawan, 2017) conversely, leadership behavior patterns that are less supportive or inconsistent with organizational values can obscure or even damage the desired culture. If leaders do not practice values such as integrity or honesty, this can create distrust and doubt among members of the organization. This can also lead to ineffectiveness in instilling organizational values in team members.

Leaders at PT PLN (Persero) or other organizations to be good role models in implementing the values upheld by the organizational culture. With consistency in behavior that reflects these values, leaders can strengthen an organizational culture based on integrity, honesty, and responsibility. This will help create a positive work environment and build a strong foundation for long-term organizational success. According to (Subagyo, 2019) Leadership behavior patterns that promote open communication, collaboration, and participation have great potential to change work practices across organizations. Leaders who actively encourage employee involvement in decision making or create an inclusive work environment will encourage the adoption of more responsive and innovative work practices. When leaders model open communication by paying attention to input from all team members, this will encourage a work culture based on collaboration and transparency (Sidik & Sutoyo, 2020).

Employees will feel valued and heard, which in turn can increase their motivation and engagement in daily work practices. Leaders who encourage employee participation in decision making will help create a work environment that is inclusive and responsive to change. Employees who feel they have a contribution in determining the direction of the company or implementing new initiatives will be more motivated to contribute positively and create changes that are beneficial to the organization (Yanoto, 2018). Leadership that is effective and consistent with organizational values has a significant positive impact on overall organizational performance. When leaders demonstrate integrity, honesty, and responsibility that align with organizational values, this forms the foundation of a strong, cohesive culture across the company (Walningsuci et al., 2017).
An organizational culture that is driven by strong and consistent leadership tends to support increased organizational performance. Leaders who inspire and empower their teams create a work environment that motivates employees to give their best. Employees feel valued, supported and empowered to collaborate effectively, innovate and find the best solutions to the challenges they face. According to (Santari et al., 2022), leadership that practices values such as integrity and responsibility sets a positive example for other employees. This helps reinforce desirable norms in the organizational culture, such as honesty and teamwork. A culture driven by positive values in turn influences employee motivation and commitment to achieving company goals. Leadership behavior patterns have a significant influence on the long-term success of a company through the formation of a strong and cohesive organizational culture (Ali & Agustian, 2018).

Leaders who are able to integrate organizational values into every aspect of daily work life provide a solid foundation for organizational growth and adaptation in the face of changes in the market and external environment. When values such as integrity, honesty, and responsibility are demonstrated and encouraged by leaders, it creates a principles-oriented organizational culture that strengthens the company’s foundation. According to (Prasetyaningtyas et al., 2020), this solid culture plays an important role in preparing the company to face long-term challenges, such as market changes, technological innovation, and evolving industry dynamics. Leaders who consistently promote organizational values also help maintain a strong and consistent corporate identity in the eyes of employees and external stakeholders. This strengthens the company’s image and stakeholders’ trust, which in turn has a positive impact on long-term success (KRISNALDY, 2020).

Leadership behavior patterns that lead to a work culture that is inclusive, innovative and responsive to change helps companies continue to develop and adapt to market demands. Leaders who are able to effectively direct an organization through transformation and strategic change can help increase a company’s competitiveness and strengthen its position in the market in the long term. According to (Harahap & Rudianto, 2021), in evaluating the implications of leadership behavior patterns for organizational culture, it is important to consider supporting or inhibiting factors that may influence the implementation of organizational values. One of the main supporting factors is the leader’s consistency and conformity with the company values that are upheld. When leaders demonstrate integrity, honesty, and responsibility in their daily actions, this can inspire and motivate employees to adopt the same values (Africo, 2021).

Effective communication and openness from leaders are also important supporting factors. Clear and open communication about organizational values and company policies helps build trust and understanding among organizational members. This facilitates the process of internalizing company values by employees and supports the formation of a strong organizational culture. On the other hand, there are inhibiting factors that can hinder the adoption of desired organizational values (Katiandagho et al., 2014). Ambiguity in a leader’s behavior or communications, where actions are inconsistent with espoused values, can cause doubt or confusion among employees. This can reduce the effectiveness of the leader’s efforts in forming the desired organizational culture.

Resistance to change or new values can also be an obstacle in the formation of an organizational culture with character. Some members of an organization may face difficulty in changing established work practices or habits, especially if there is no clear support or example from leaders. By considering these supporting and inhibiting factors, evaluation of the implications of leadership behavior patterns for organizational culture can be more comprehensive. Identifying enabling factors can provide a foundation for strengthening a desired organizational culture, while overcoming or managing inhibiting factors can help ensure successful implementation of corporate values.

**Conclusion**

The conclusion from the analysis of leadership behavior patterns at PT PLN (Persero) shows that the leadership model implemented has a significant influence on the company’s
organizational culture. Different types of leadership, such as transformational and transactional, have different impacts on how organizations operate and how employees interact in the work environment. Transformational leadership, with a focus on innovation, collaboration, and individual growth, fosters a culture that is responsive to change and adaptation. Transformational leaders inspire and motivate employees to achieve ambitious goals, create a values-oriented work environment, and encourage creativity.

On the other hand, transactional leadership, which is more focused on achieving targets and routine tasks, may encourage less innovation and creativity in the organizational culture. While effective for short-term results, this model can hinder the development of an adaptive and responsive culture. Apart from the leadership model, the values and ethics adhered to by leaders also play an important role in shaping organizational culture. Integrity, honesty and responsibility are key values that support the formation of a strong and consistent culture at PT PLN. Leaders who highlight these values create a work environment that focuses on honesty, transparency, and trust among organizational members.

Effective communication and openness from leaders also forms the basis for establishing a collaborative and inclusive work culture. Employee involvement in decision making, open communication, and active participation help create an environment where every team member feels heard and valued. All leadership behavior patterns at PT PLN have a significant impact on employee motivation, commitment and performance towards company goals and values. Leadership that inspires and empowers employees creates an organizational culture based on loyalty and dedication. In facing change, leaders who are adaptive and able to manage organizational transformation wisely play an important role in forming an adaptive and innovative culture.

Finally, it is important to take into account supporting and inhibiting factors in implementing organizational values. Consistency, open communication, and alignment of leaders with company values are supporting factors that strengthen the desired organizational culture. On the other hand, ambiguity and resistance to change can be obstacles that hinder the effectiveness of leaders' efforts to shape organizational culture. By understanding the implications of leadership behavior patterns, PT PLN can take strategic steps to strengthen an organizational culture that is in line with company values, as well as ensuring the company's long-term success in facing growing business challenges.

References
Study of Leadership Behavior and Its Implications for Organizational Culture at PT PLN (Persero)


