

Leadership Style of Student Production House Organization (Case Study on Label N)

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<p>Article History: Received January 12th 2023 Revised March 28th 2023 Accepted March 30th 2023</p>	<p>ABSTRACT</p> <p>The research is based on finding out how the leadership style of a production house founded by college students named Label N. This research uses a qualitative method with a case study approach. Qualitative research with a case study approach seeks to describe data in words or sentences separated by categories to obtain conclusions. Sources of data were collected through in-depth interviews regarding the leadership style applied by Label N. In the leadership style, Label N tries to establish a democratic leadership style. However, this democratic leadership style which is similar to the "four Likert system leadership style" in the fourth system, can run more smoothly if all members' views can be open in accepting each other's opinions so that when discussion no debate causes conflict. Members are also advised to keep the main focus in the discussion so as not to get out of the topic being discussed. In addition, because this leadership style is the "four Likert system leadership style" in the fourth system, we must be able to respect ideas that are data from other members, this is intended to keep things conducive to the ongoing discussions. This leadership style is also referred to as "participatory", as it allows active participation and contribution from all members in decision making</p> <p>Keywords: <i>label N; leadership style; organization communication</i></p> <p>ABSTRAK</p> <p>Penelitian ini dilakukan untuk mengetahui gaya kepemimpinan rumah produksi yang didirikan oleh mahasiswa bernama Label N. Penelitian ini menggunakan metode kualitatif dengan pendekatan studi kasus. Penelitian kualitatif dengan pendekatan studi kasus berusaha mendeskripsikan data dalam kata atau kalimat yang dilakukan dengan menggunakan kategori untuk memperoleh kesimpulan. Sumber data dikumpulkan melalui wawancara mendalam mengenai gaya kepemimpinan yang diterapkan oleh Label N. Dalam gaya kepemimpinan, Label N mencoba membangun gaya kepemimpinan yang demokratis. Gaya kepemimpinan demokratis yang mirip dengan "gaya kepemimpinan sistem empat Likert" dalam sistem keempat ini, dapat berjalan lebih lancar jika pandangan semua anggota dapat terbuka dalam menerima pendapat satu sama lain sehingga ketika diskusi tidak ada perdebatan yang menimbulkan konflik. Anggota juga disarankan untuk tetap fokus utama dalam diskusi agar tidak keluar dari topik yang sedang dibahas. Selain itu, karena gaya kepemimpinan ini adalah "gaya kepemimpinan sistem empat Likert" dalam sistem keempat, kita harus dapat menghormati ide-ide yang merupakan data dari anggota lain, ini dimaksudkan untuk menjaga hal-hal yang kondusif untuk diskusi yang sedang berlangsung. Gaya kepemimpinan sistem empat Likert menekankan pada pentingnya menghormati ide-ide dan data yang diberikan oleh anggota lain dalam diskusi atau rapat. Gaya kepemimpinan ini juga disebut sebagai "partisipatif", karena memungkinkan partisipasi aktif dan kontribusi dari semua anggota dalam pengambilan keputusan</p> <p>Kata kunci : <i>label N; gaya kepemimpinan; komunikasi organisasi</i></p>
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INTRODUCTION

Humans are social beings who cannot live alone and require the help of others in any case, especially in carrying out activities in their social environment. Every activity carried out by humans with other humans will involve communication (Rahmat, 2012), where there is an exchange of information or messages between the communicant and the communicator (Fiske, 2012). The message or information will be received directly or through the media (including the new media (Prayogi et al., 2020), when the message can be conveyed properly that is where there is effective communication, where the communication made has a reciprocal effect on the two communicators. There is no human being who will not be involved in communication if he lives in a social environment. The time spent in the communication process is 5% on writing, 10% on reading, 35% on speaking, and 50% on listening (Ardial, 2018). From this research, it can be concluded that communication is very important because whatever humans do every day, especially active in the social environment, will involve communication, either verbally or nonverbally. When communication goes well, indirectly, individuals with other individuals will build a relationship (Khomsahrial, 2014). Creating good relationships with others means improving our views, behavior, and attitudes toward one another in life together (Faules, 2015). Things that can help to make this happen include: deepening our awareness of socialization about the social environment in which we live and exist, starting from the initial social environment closest to us to the wider, Nation and State environment. Here the communication created will usually be more open, where one individual with another individual will know and know more quickly catch the messages conveyed by the communication opponent, when someone already knows more deeply about other people then a relationship or relationship will occur or when there is a group of people who have the same vision and mission, can be co-workers, close friends, romantic relationships, even organizations (Helmayuni, Totok Haryanto, Siti Marlida, Rino Febrianno Boer, Saktisyahputra, Aminol Rosid Abdullah, Ichsan Adil Prayogi, Angelika Rosma, Nadiah Abidin, 2022). In addition, it is also necessary to look at the concrete reality that exists in shared life, which is manifested in various forms of social interaction.

At this time the author will discuss the relationship created by communication and forming an organization. An organization can be stated as a social structure designed to coordinate the activities of two or more people through a division of labor, and a hierarchy of authority, to carry out the achievement of certain common goals (Ruliana, 2018). An organization is also has a definition as a unit formed by several people who have little or nothing in common about their backgrounds, identities, hopes, and various other things to achieve common goals together (Akbari & Pratomo, 2021). The elements of the organization consist of: (1) Man (people), in organizational or institutional life, often referred to as personnel, employees, or members. The personnel consists of members of the organization who according to their functions and levels consist of elements of leadership who are the highest leaders in the organizational structure and other divisions within the organization; (2) Cooperation, an act of cooperation that is carried out together to facilitate work and achieve common goals. The existence of cooperation between levels and divisions is referred to as human power (manpower) in the organization (Kartikawangi & Dahesihsari, 2020).

Organizational goals involve setting goals and guidelines for what the organization wants to do in the future. This includes figuring out what conditions the

organization wants to always try to achieve, and then using social media to communicate these goals to everyone within the organization. (Ula, 2022). The goal is also a source of legitimacy that justifies every activity of the organization, as well as the existence of the organization itself (Ula, 2022). From some of the meanings that the author has described above, these sources come from experts and literature such as books and journals. So, Label N can also be said as one of the organizations because, in this production house, there are elements regarding the organization as the author has mentioned above. Label N is an organization or also called a production house (Ph) that has a contribution to making creative videos, which of course requires members who can realize organizational goals and carry out their duties and work, which is considered to be optimal and the performance is quite optimal, this is shown from the mingling between members and leaders, as well as cooperation between divisions, competence which is quite good than what the organization expects. Label N is a film production house that works in other entertainment fields, which was inaugurated on April 28, 2021. Initially, Label N was only a YouTube channel created for college assignments, but over time the founder or owner has the motivation to develop Label N more seriously. Finally, on April 28, 2021, Label N was officially established as a film and other entertainment production house until now. Because the founder of Label N took the initiative to commit to building this channel and wanted to create new works such as short films and content around entertainment shows with by utilizing existing channels, a hierarchical structure is formed where all members will have roles according to their performance and abilities. In addition to these reasons, Label N was also formed because of the self-motivation of each member who is member of this production house to create a common goal that will be realized if there is a cooperation between one member and another. From this shared goal, Label N finally began to develop over time, from the beginning only as a task and then the publication of new ideas to create content or further works. This development is due to the many influencing factors of Label N members themselves, from the motivation of the members, the communication that is carried out, the organizational climate & how to manage a conflict, to the leadership style.

Management is responsible for creating an environment that supports productivity and creativity among employees. Creating an environment that is conducive to these goals is a challenge, but it is essential to the future of the organization. Organizational climate is important because it affects how people work together and how well an organization performs. Many experts in this field study the effects of organizational climate on organizational performance, and this research is published in scientific articles all over the world. Organizational climate has been studied in both business and non-business organizations. Communication experts are also interested in organizational climate, especially when it comes to industrial and organizational communication.

The organization's climate is the way everyone in the organization perceives the environment around them. This affects how people feel and behave, and how well the organization performs. (Farida & Ganiem, 2017). The organizational climate is a kind of feeling or atmosphere that exists in the workplace. It affects how members of the organization behave and how they can help each other to be successful. This is important because it can help to improve the performance of the organization as a whole.. (Ruliana, 2018).

Leaders play an important role in setting the tone and culture of an

organization by understanding what is important to the people working there. (Farida & Ganiem, 2017). The leader's behavior can affect how the entire organization feels, which can then affect how motivated the employees are. Employee motivation is the main factor in how well a company performs. It's based on reasons to encourage people to put their all into their work, and it comes from inside and outside of the company. (Farida & Ganiem, 2017). The performance of members is one of the main factors that affect the progress of the organization. The higher or better the performance, the more easily the organizational goals will be achieved, and vice versa if the employee's performance is low. Performance is something that cannot be separated from the organization. Performance is influenced by several factors including the work environment, competence, and organizational climate. The work environment has an important meaning in influencing performance. The analysis states that "the work environment is something that is around members and can affect them in carrying out their assigned tasks".

Also, members must have the right qualifications in their work to realize the effectiveness and success of the work program in the long term. Improving the performance of individual members contributes to the performance of the human resource as a whole, which is expressed in increased productivity. In performance management, competence plays a role in the dimension of individual behavior in adapting well to work. The conditions and atmosphere of a good working environment can be created with good and proper organization (Ramadani, 2020). The analysis states that a good work atmosphere is produced mainly in well-organized organizations, while a poor working atmosphere many is caused by an organization that is not well-organized as well (Ramadani, 2020). From some of these influences, this time the author is interested in reviewing the leadership style applied in Label N. Leadership style is measured by decision-making, leader behavior, and leadership orientation. This is done because every management needs to manage and know the performance of its employees, whether it is following the company's performance standards or not. By knowing the company's performance, it will be easier to find out how effective and successful employee development is. From the description above regarding leadership style, the author is interested in discussing the leadership style & organizational climate that is applied to Label N.

METHODS

This research used a qualitative method with a case study approach. Qualitative research with a case study approach seeks to describe data in words or sentences separated by categories to obtain conclusions (Moleong, 2017). Sources of data collected through in-depth interviews regarding the leadership style applied by Label N. Qualitative research interviews are different from other interviews. They have a specific purpose and are preceded by informal questions. Researchers want to learn what participants feel, think, and believe about something. Unstructured, non-standardized, informal, or serious interviews are initiated from common questions in a wide area of research (Moleong, 2017). This interview is usually followed by a keyword, agenda, or list of topics to be covered in the interview. However, there were no predetermined questions except in very early interviews. In addition to interviews, researchers also conducted documentation to examine the data objectively and systematically (Moleong, 2017). The purpose is to collect the information that can be used to support the researcher's analysis and interpretation of the data

RESULT AND DISCUSSION

The two news texts about online sexual harassment experienced by some Ojol drivers were chosen purposively, because the two news manuscripts contain data and describe the phenomena that occur around the OGBV. Previously it was known that Viva.co.id and Detik.com are two online media institutions with a national scale in Indonesia that come from different corporations. Viva.co.id is an online media channel under the auspices of PT. Viva Media Baru, while Detik.com which in fact is the pioneer of online news portals in Indonesia that has existed since 1998 is one part of the convergence of media owned by PT. Viva Media Baru. Trans Corporation, made by Chairul Tanjung. The difference in the background of the parent media company between the two gives the assumption that there are differences in the perspective and system of journalistic work carried out by the two media on the news they produce.

As for the issue of online sexual harassment of Ojol drivers published in the news portals of the two media, both of them made almost the same news headline because they were both preceded by the word "Viral!". But the two headlines also haven't conveyed full information about the sexual harassment in question is online sexual harassment and not in-person sexual harassment. Judging from the publication time of the two news, although it was published on the same day, the news from Detik.com was published first at 10.51 WIB. Meanwhile, a similar news story made by Viva.co.id was published 5 hours later at 16.37 WIB. Based on the results of the framing analysis that has been carried out, it illustrates as follows:

In this writing, the author interviewed one of the speakers, namely the founder of Label N itself, and participants 1 and participant 2 who are members of Label N. The interview was conducted on January 28, 2022. The author asked several questions about Label N and the Leadership Style applied to Label N. In the first interview with the resource person, the founder of Label N real name Muhammad Edo Saputra said that Label N is a small production house that he created to make a place for creative people who want to learn together and develop together for a common goal. Because he is also very interested in the world of photography and videography, Label N is very suitable to accommodate him by working on hobbies. Then the author proposed the democratic leadership style that was applied, he replied that it was done so that all members feel comfortable and safe when they want to propose a new idea or innovation for their next works that will be published by them on Youtube channel they manage. The democratic leadership style they apply is also very influential in the development of Label N because the founder is very open to accepting new opinions and proposals so that there is no feeling of pressure on members which will result in Label N being stuck in place and members not feeling comfortable. However, there are indeed obstacles when there is a discussion because this democratic leadership style sometimes leads to debates in which one party wants to be heard more and vice versa. And sometimes there are times when decision-making is often hampered due to the complexity of the discussion which ends up being a debate.

In the second interview by participant 1 Aria Tri Cahya who serves as Editor as well as Director Of Photography (DOP), the question asked by the author is not too far from the previous question asked for the founder of Label N, entering Label N because he has a hobby that is closely related to the world. the film, namely video editing and Label N accommodates him to produce new works and hone his skills,

especially with the concentration of lectures he takes are very related, so he is interested in joining Label N, besides that Label N indeed applies a democratic leadership style where all members can be active and participatory in providing new ideas and new content which can develop Label N itself. Participants felt that the Founder of Label N was very open and often communicated anything, both in the progress of production or in receiving opinions from members because, on the other hand, Label N was formed from people with the same college major background and their ages were not much different. so every discussion held is very open. But indeed because it is also often an obstacle, every discussion sometimes leads to a coachman's debate between one another so sometimes it is difficult to find the right solution to solve the problem.

In the third interview by participant 2, namely Thalia Maharani Albitha as Co-founder, she also helped build Label N. The interview conducted by the author is not far from the questions previously asked about Label N itself and also the democratic leadership style applied by Label N. He said that initially this production house was built only as a need for college assignments, then one of his friends, the founder of Label N himself, had the intention to build this channel because he felt he needed a place for creative people and then made it and his friends are also not far away. the same hobby finally the entry of members who do have expertise in this field and can think creatively. Then the application of this democratic leadership style is carried out so that there is a sense of justice and is not too rigid to carry out production later, and he also knows that the members at Label N are people who like to be creative and are not rigid in one rule that can hinder new ideas. they. In addition, the people who are in Label N are of the same age level and the founder wants to create Label N as not only a production house but also a home of friendship for them so that members can feel comfortable and feel safe when expressing their opinions or ideas. Then he also said that there are often obstacles when discussing it because indeed there are differences of opinion from all parties so it is difficult to find a solution.

From the interview above, which the author has described, there are characteristics in the ideal democratic leadership style applied in Label N. Quoted from the online article glints.com regarding democratic leadership styles and also its characteristics (Quamila, 2021), Cleverism is an organizational psychologist of German-American descent, Kurt Lewin, said there are three core elements of democratic leadership, namely (1) The leader expects subordinates to report on the progress of the task ;(2) Leaders expect subordinates to show maximum confidence and ability to get things done without constant supervision ; (3) Leaders expect subordinates to involve others in the decision-making process and not act alone.

In addition to the three elements above, some of the main characteristics of democratic leadership also include (1) Group members are encouraged to share ideas and opinions, although the leader remains the hammer on final decisions; (2) Group members feel more involved in the decision-making process so they are more likely to care about the outcome.

From the above characteristics, Label N has fulfilled the characteristics of a democratic leadership style which (1) The leader of Label N often communicates with all members regarding production progress, this can be seen from the interview with participant 1; (2) The founders run that they can accept members' opinions very openly because this is to build Label N itself; (3) The founders involve many people to come to a mutual agreement so that there is no sense of injustice.

A democratic leader is someone who is good at building consensus and making decisions together with the help of others. They will often discuss things with the group and come up with general steps that everyone can follow. If needed, the leader will suggest different ways to go about reaching a common goal. Members are free to work with whomever they choose and the division of labor is based on what the group decides is best.

These characteristics are closely related to Label N where this production house is very suitable for implementing a democratic leadership style where everyone can be responsible and given authority. Members can also be allowed to provide suggestions for the advancement of Label N. Because Label N requires creative people, democracy is one way to develop this thinking. The leader also has the responsibility to control his members and to coordinate to stay out of the production progress that is being carried out. The advantages of this democratic leadership style : (1) Launching Very Well Mind, researchers found that democratic leadership is one of the most effective styles; (2) The reason is, that this method increases the work productivity of each member drastically, makes better contributions from group members, and also increases group morale; (3) The leadership style encourages creativity and respects the voice of each member; (4) They tend to be practically committed and inspired to contribute because they have a stronger sense of belonging in the group; (5) In addition, this leadership style involves assessing feedback between leaders and subordinates. Leaders can judge the performance of their members and vice versa.

The deficiency of this democratic leadership style; (1) The course of discussion to make decisions will turn ugly if each member of the group cannot communicate well; (2) In one group using many voices, the delivery of new views and opinions may overlap each other; (3) Instead of being productive, the leader must be more active in his role as a "referee" to mediate between each party so that all voices can be heard; (4) In addition, the decision-making process may also be hampered if each member, including the leader, does not have good problem-solving skills; (5) Instead of quickly reaching a solution, the coachman's debate only complicates and prolongs the discussion; (6) In some cases, group members may also not have the knowledge or skills expected to make a quality contribution to the decision-making process.

This democratic leadership style is identical to the "Four Likert system leadership style" in the fourth system, namely the Inviter-Participant. This style is one of the most sporty because every member of the organization can communicate freely, openly, and frankly (Faules, 2015). This style has the goal of the organization running well through the participation of each of its members. On the organizational climate of several theories that have been put forward and the results of interviews conducted, Label N has a concept of organizational climate that is closer to the three needs theory from McClelland (Faules, 2015) as the main type, motivation, it was found that the three needs are influenced by organizational climate. There are also nine dimensions of organizational climate, namely structure, responsibility, reward, risk, friendliness, warmth, support, standards, conflict, and identification (Ruliana, 2018) : (1) Structure. The structure reflects the feeling that Label N members are well organized and have clear definitions of roles and responsibilities in each of their divisions; (2) Standards. Measuring the feeling of pressure to improve performance and the degree of pride that members in each division have in doing their job well. Includes working conditions experienced by members in presenting an idea; (3)

Responsibility. Reflect members' feelings that they are their leaders and never seek advice on their decisions from others. Includes independence in completing work, in this case only sometimes when obstacles in finding ideas together; (4) Confession. The feeling of being properly rewarded after a job well done. Including rewards or wages, in this case, members will be given an appreciation for the performance that has been given in providing a work program that has goals, in the form of praise, bonuses in the form of money if they win the event, and others; (5) Support. Reflect employees' feelings of trust and mutual support that prevail in the workgroup. Including relationships with other co-workers, and a family that is the basis for the formation of an organizational climate at Label N which makes running work programs very balanced; (6) Commitment. Reflects feelings of pride and commitment as a member of the organization. Includes employee understanding of the goals to be achieved by the company, in this case, Label N has a vision, mission, and goals that are strung together into a unit to advance the Label N organization.

A conducive work environment has a direct effect on the organizational climate system at Label N in improving the performance of members. A Label N work environment is good because the members and the core daily board members go on a vacation together to become a very balanced thing so that they can carry out their activities in an optimal, healthy, safe, and comfortable way. Based on this, it can be said that if the work environment is improved, the performance of members in Label N can also increase. A conducive organizational climate provides a sense of security and allows members to work optimally. A conducive organizational climate is needed to support the implementation of tasks in each division. Organizational climate is an important factor in efforts to improve performance in each Label N division. The higher the organizational climate, the better the results of Label N members. Advantages for the organization Label N. Organizational climate is closely related to the people (departments) who perform organizational tasks to achieve organizational goals. Organizational climate is also closely related to individual perceptions of the organization's social environment, which affects the behavior of the organization and its members.

CONCLUSION

In the leadership style, Label N tries to establish a democratic leadership style. However, this democratic leadership style which is similar to the "four Likert system leadership style" in the fourth system, can run more smoothly if all members' views can be open in accepting each other's opinions so that when discussion no debate causes conflict. Members are also advised to keep the main focus in the discussion so as not to get out of the topic being discussed. In addition, because this leadership style is the "four Likert system leadership style" in the fourth system, we must be able to respect ideas that are data from other members, this is intended to keep things conducive to the ongoing discussions. The organizational climate can be a bridge that connects management and member behavior in realizing the achievement of organizational goals. As well as a tool for members of the Label N organization to understand the prevailing order in the work environment and provide instructions to them to adjust to the organization. A conducive organizational climate can be used to improve performance in the Label N organization. Organizational climate can affect the behavior of each individual so that member behavior such as satisfaction, motivation, and commitment can be increased. organizational climate can be seen as a key variable of organizational success.

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