

DYNAMICS OF LEADERSHIP AND POWER

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ABSTRACT

Leadership dynamics is a process of change in the relationship between leaders and followers in achieving organizational goals. Influenced by factors such as human relations, leadership styles, and organizational change, these dynamics involve interactions within leadership roles. Closely related to leadership, the leader's power is used to achieve organizational goals, with the distribution of power being a key element. Legitimacy in power is important, and leaders must have a basis of widespread acceptance. In the distribution of power, leaders have a significant role, influencing whether power is centralized or evenly distributed. Leadership style, as a leader's pattern of action, influences leadership and power dynamics. Leadership style reflects the combination of philosophy, skills, traits, and attitudes that underlie behavior, and influences the extent to which power is used and recognized by group members. Overall, the complex relationship between leadership style and power dynamics has significant implications for social and political developments, especially in Indonesia. Choosing a leadership style that suits the values and needs of society is the key to advancing sustainable and inclusive development. Understanding these relationships helps develop balanced and effective leadership and power structures in accordance with the values held by the organization or society.

Keywords: *Dynamics, Leadership, power*

INTRODUCTION

The dynamics of leadership and power relate to the changes and influences that occur in the relationship between the leader and his followers. Leadership is the process of influencing or giving an example by a leader to his followers in an effort to achieve organizational goals. Leadership dynamics are influenced by factors such as human relations, leadership style, and organizational change. Power is the ability to influence others. Power and leadership are often closely related, and leaders can use their power to achieve organizational goals.

Leadership and power are two interrelated elements in the context of organizations and society. Over time, these concepts have undergone significant evolution, influenced by historical changes, technological developments, and social dynamics. Understanding how leadership and power interact is becoming increasingly important in facing complex challenges and contemporary dynamics.

In organizational history, shifts in leadership paradigms from authoritarian to transformational models reflect changes in views of power and influence. Moreover, the emergence of increasingly global and complex

organizations requires leaders to develop better adaptation skills and understand the implications of power within ever-changing structures.

In Indonesia, the history of leadership and power dynamics covers various periods that reflect the country's political and social development. The following is the history of leadership and power in Indonesia:

1. Colonial Era

Indonesia experienced the colonial era by the Dutch for centuries. Leadership and power were held by the Dutch colonial rulers with an authoritarian government system.

2. Era of Independence

On August 17, 1945, Indonesia proclaimed its independence. Soekarno became the first President, and Mohammad Hatta became Vice President. They led the struggle against the return of Dutch colonial rule. This revolutionary period was marked by guerrilla warfare and diplomacy to secure international recognition of Indonesia's independence. In 1949, Indonesia officially achieved recognition as an independent country.

3. Old Order Era (1950s to early 1960s)

President Soekarno led Indonesia as President with a charismatic leadership style. He initiated the concept of "Nasakom" (Nationalism, Religion, Communism) and a free and active foreign policy.

4. New Order Era (1966-1998)

After the G30S/PKI (30 September Movement/Indonesian Communist Party) in 1965, Soeharto replaced Soekarno as President. He led Indonesia by implementing various

economic development policies, even though they were also marred by human rights violations. During the 1997-1998 Monetary Crisis, the economic crisis and student demonstrations triggered the collapse of the New Order regime in 1998, and Suharto resigned.

5. Reformation and the Contemporary Era

In the 1998 reforms, this period was marked by political and economic reforms. The emergence of multiparty democracy, freedom of the press, and political openness became the hallmarks of this era. Since reform, presidential elections have been carried out directly by the people. The elected presidents include Abdurrahman Wahid, Megawati Soekarnoputri, Susilo Bambang Yudhoyono and Joko Widodo.

As time goes by, Indonesia continues to experience political and social change, reflecting the evolving dynamics of power and leadership in an increasingly complex society. The importance of effective and sustainable leadership becomes clearer when looking at its impact on organizational performance, employee satisfaction, and creating a productive work environment. In addition, the phenomenon of demographic shifts and cultural differences in the workplace adds to the complexity of leadership dynamics, emphasizing the need for an inclusive approach and a deep understanding of these factors. In an era of rapid change, organizations are faced with pressure to adapt to changes in the economy, technology and business environment. Effective leadership and wise management of power are critical in

meeting these challenges. Organizations often experience changes such as reconstruction, mergers, or digital transformation. Effective leadership and a good understanding of power dynamics can facilitate this change process. The concept of transformational leadership emphasizes the leader's role in motivating and inspiring team members to achieve higher levels of performance. This requires a deep understanding of the dynamics of power and influence.

Leadership and power in today's organizations must take into account the diversity of the workforce. Leadership that can accommodate and utilize diversity can increase organizational creativity and productivity. By bridging this knowledge gap, it is hoped that this paper will contribute to our understanding of leadership and power dynamics.

LITERATURE REVIEW

Leadership dynamics is a process of change that occurs in the relationship between leaders and followers in an effort to achieve organizational goals. These dynamics are influenced by factors such as human relations, leadership styles, and organizational change. Power and leadership are often closely related and leaders can use their power to achieve organizational goals. In Indonesia, leadership and power dynamics have significant implications for social and political developments, such as the influence of Pancasila values, the leadership style of previous leaders, the consolidation of democracy, and the influence of globalization. The dynamics of leadership are closely related to the relationship between the

leader and the people he leads, because leadership is the ability of the leader to influence the people he leads to want to work hard to achieve the goals of the organization he leads.

Leadership dynamics refers to the changes and interactions that occur in the context of leadership. It includes various factors that influence leadership patterns, responses to challenges and opportunities, and interactions between leaders and followers. Leadership dynamics involves understanding how leadership develops, changes, and adapts in response to social, economic, and political dynamics. In carrying out leadership activities, leaders of course face various characters of the people they lead, various backgrounds which make leaders have to work hard to get to know each character, each background of the people they lead so they can find out more appropriate ways to influence the people being led, otherwise the leader may fail in carrying out his leadership, all of this is a situation that describes the dynamics of leadership, to bring development or progress to the organization he leads.

Leadership dynamics involve changes and interactions in leadership roles. On the other hand, power dynamics refers to changes and interactions in the context of power in an entity or system. It includes how power is distributed, maintained, or changed within a particular social hierarchy or structure. Power dynamics include shifts in power between individuals, groups, or entities, as well as interactions and changes in those power dynamics over time. Power dynamics relate to the control or influence possessed by certain individuals or groups, and power

dynamics involve changes and interactions in the distribution and change of power within a system or entity.

Leadership is the process of influencing or giving an example by a leader to his followers in an effort to achieve organizational goals. The natural way to learn leadership is to do it on the job, in practice such as apprenticeship with a master artist, craftsman, or practitioner. Being a leader must be an example to the people being led, in their work and activities within the organization and outside the organization, and to deepen leadership, a leader can exchange information with people who are experts in that field, so that they are more mature in the practice of leading activities. on the organization. This proves that being a leader is not an easy job, but there are skills that a leader has, so that all activities in the organization can be supervised appropriately, to achieve the goals that have been set.

Being a leader must be able to motivate people in the organization to perform high, because leaders use the people in the organization to achieve targets that have been determined in the plan. The function of leadership is to guide, direct, mentor, build, provide work motivation, direct, establish a good communication network, provide efficient supervision, all of which are aimed at achieving high performance from people in the organization. Human relations are one of the main factors that influence leadership dynamics for a leader, and leadership style is something important in human relations, in accordance with leadership dynamics, that leaders are agents of organizational change.

Leadership and power dynamics involve understanding how leadership and power change and interact within a context. Various theories have been developed to explain and analyze this phenomenon. Here are some relevant theories:

A. Leadership Dynamics Theory:

1. Transformational Theory

a) Key Concepts

Transformational leadership involves leaders who are able to inspire and motivate subordinates to achieve their best potential. Transformational leaders create significant changes in an organization's outlook, values, and goals.

b) Dynamics

Transformational leaders focus on establishing a shared vision, empowering others, and stimulating creativity and innovation.

2. Situational Theory

a) Key Concepts

This theory proposes that leadership effectiveness depends on the particular situation or context. There is no one-size-fits-all approach to leadership.

b) Dynamics

Leaders need to adapt their leadership style according to the needs and characteristics of the situation. Changing situations require flexible leadership responses.

3. Servant Leadership Theory

a) Key Concepts

A leader is considered a servant to his subordinates. The main focus is to provide support, attend to the needs of

- subordinates, and ensure their growth and development.
- b) Dynamics
This leadership dynamic emphasizes empathy, integrity, and empowering subordinates to achieve common goals.
1. Transactional Leadership Theory
- a) Key Concepts
Transactional leaders focus on exchanges and transactions with subordinates. Rewards and punishments are used to motivate and direct behavior.
- b) Dynamics
Transactional leaders create clear structures and rules. Dynamics occur in a continuous process of negotiation and exchange.
- B. Power Dynamics Theory:
1. Dependency Based Power Theory (Dependence Theory)
- a) Key Concepts
Power is related to the level of dependence of a person or group on resources owned by other people or groups.
- b) Dynamics
Power dynamics occur when there are changes in the distribution of resources or dependencies, affecting the power relationships between the parties involved.
2. Symbolic Power Theory
- a) Key Concepts
Power is not only physical or material, but also symbolic. Symbols and representations play an important role in influence and control.
- b) Dynamics
Power dynamics occur through the manipulation of symbols and representations to shape perceptions and opinions.
3. Network Based Power Theory (Network Power)
- a) Key Concepts
Power is related to the relationships and connections between individuals or groups in a social network.
- b) Dynamics
Power dynamics emerge with changes in the structure and dynamics of social networks. Changes in relationships and connections can change the distribution of power.
4. Feminist Theory of Power
- a) Key Concepts
This theory highlights the role of gender in power and highlights gender inequality as a central aspect of power dynamics.
- b) Dynamics
Power dynamics are understood through the lens of gender and changes in power norms related to the concept of gender.
- The dynamics of leadership and power continue to develop along with changes in global social, political and economic dynamics.
- METHOD**
The study method used is the SWOT Analysis approach (*Strengths,*

Weaknesses, Opportunities, Things). SWOT analysis is a systematic analysis approach of various factors to form a strategy (Kurniasih et al., 2021).

RESULTS AND DISCUSSION

Relationship Dynamics of Leadership and Power

Leadership and power dynamics are interrelated and play an important role in shaping the structure and direction of an organization or society. The leader, as a central figure, not only determines direction and goals, but is also the main source of power. The power that a leader has can be given or allocated to individuals or groups within the organizational structure. The importance of legitimacy in power cannot be ignored; leaders who hold power must have a basis that is widely accepted, whether through democratic elections, expertise, or formal recognition.

In the dynamics of power distribution, leaders play a significant role. They can influence whether power tends to be concentrated in one individual or distributed evenly across an organization or society. Leaders also have the responsibility to monitor the use of power to prevent abuse. Controls and oversight mechanisms are implemented to ensure that power is used in accordance with ethical and responsible principles.

Conversely, power can also influence leadership. In this context, power can be considered as a tool that leaders use to achieve organizational or societal goals. Effective leaders can empower members by giving them power and responsibility, creating an environment where each individual feels they have an important role.

The dynamic between leadership and power is also reflected in interaction and communication. Leaders play a role in decision making that often involves the use of power, and effective communication between leaders and organizational members plays a key role in shaping perceptions of power and leadership.

The importance of harmonization and balance in leadership and power dynamics cannot be ignored. A healthy organization or society creates a good balance between the two, where positive and mutually supportive interactions can thrive. Ethics and transparency are crucial supporting factors in ensuring that the relationship between leadership and power occurs with integrity, preventing abuse, and strengthening trust among members of an organization or society. Thus, understanding and managing these dynamics is essential in building strong, fair and sustainable structures.

The dynamics of leadership and power are closely related and influence each other in the context of an organization or society. The following are several aspects of the relationship between leadership and power dynamics:

1. Granting Power by Leadership.
Leaders are often the main source of power in an organizational structure or society. They can grant or allocate power to individuals or groups within the organization.
2. Leadership Legitimacy.
The power of a leader is often accepted by its members because of legitimacy. This legitimacy can come from democratic elections, expertise, or formal recognition.
3. Dynamics of Power Distribution.

Leaders can play a role in determining how power is distributed within an organization or society. Whether power is concentrated in one individual or distributed evenly can be influenced by leadership.

4. Control and Supervision.
Leadership is responsible for overseeing the use of power in the organization. They can put in place controls and oversight mechanisms to prevent abuse of power.
5. Power as a Source of Leadership.
Effective leaders can empower organizational members by giving them power and responsibility, creating an environment where individuals feel they have an important role.
6. Leadership in the Context of Power.
Leaders often play a role in decision making that involves the use of power. The decisions taken by leaders can influence the power dynamics in an organization.
7. Interaction and Communication.
Interactions between leaders and organizational members involve communication that influences perceptions of power and leadership.
8. The Importance of Ethics and Transparency.
A healthy relationship between leadership and power requires ethical principles and transparency to prevent abuse and strengthen trust in an organization or society.
9. Balance and Harmonization.
A healthy organization or society creates a balance between leadership and power dynamics, where both support each other to achieve common goals.

The relationship between leadership and power is complex and dynamic, can change over time, and is influenced by various factors such as organizational culture, political structure, and societal values. The success of a system of leadership and power often depends on the extent to which the balance and interaction between the two can be collaborated well.

The Influence of Leadership Style on Power Dynamics

Leadership style is the overall pattern of a leader's actions, both visible and invisible to his subordinates. Leadership Style describes a consistent combination of philosophy, skills, traits and attitudes that underlie a person's behavior. A leadership style that shows, directly or indirectly, a person's confidence in the abilities of his subordinates. This means that leadership style is behavior and strategy, as a result of a combination of philosophy, skills, traits, attitudes, which a leader often applies when he tries to influence the performance of his subordinates.

The achievement of the vision and mission of an organization will be determined by the leadership style of a leader in the organization, and every policy he takes will influence the movement of every element in his work department. There are three basic patterns of leadership style, namely carrying out tasks, cooperative relationships and the results achieved. In Indonesia, there are various leadership styles presented by the country's leaders from time to time. The seven Indonesian presidents have different leadership styles. Also adjust to the conditions at that time.

The influence of leadership style on power dynamics is a crucial aspect in understanding how organizational or societal structures shape and manage the relationship between leaders and power. Leadership styles include various approaches and attitudes adopted by a leader in directing and motivating group members. Some common leadership styles involving interaction with power include authoritarian, democratic, and laissez-faire leadership.

Here's how leadership style affects power dynamics:

1. **Authoritarian Leadership.**
Authoritarian leadership styles tend to be characterized by the concentration of power in the leader. Leaders make decisions independently without much participation from group members. This can create a centralized and hierarchical power structure. Influence on Power dynamics, authoritarian leaders tend to have greater and more centralized power. Group members may have little role in decision making, and this can create a more unbalanced power dynamic.
2. **Democratic Leadership.**
In democratic leadership, the leader encourages active participation from group members in decision making. Leaders share power and listen to different views before making decisions. Influence on Power Dynamics, democratic leadership style can create more distributed power dynamics. Power tends to be distributed among group members due to active participation in the decision-making process.
3. **Free Leadership (Laissez-Faire)**

The laissez-faire leadership style is characterized by minimal leader involvement. Leaders give group members greater freedom to take initiative and make decisions. Influence on Power Dynamics, power dynamics in laissez-faire leadership may be more decentralized. Group members have more freedom in making decisions, which can influence power dynamics to become more distributed.

4. **Transformational and Transactional.**
Transformational leadership style involves inspiring and motivating group members to achieve common goals, while transactional leadership focuses on exchanges between the leader and group members. Influence on Power Dynamics: Transformational leaders may have greater power in forming a shared vision and mission. On the other hand, transactional leaders can use power to motivate group members through incentives or sanctions.
5. **The Importance of Contextualization.**
The influence of leadership style on power dynamics can be greatly influenced by cultural, situational and structural context. A leadership style may be effective in one context but not in another.

Overall, the relationship between leadership style and power dynamics is complex. Leadership style not only influences the extent to which power is centralized or distributed, but also how power is used and recognized by group members. Understanding this relationship can help organizations or societies to develop balanced and effective leadership and power

structures that suit their needs and values.

Implications of Leadership Dynamics for Indonesian Social and Political Development

Leadership dynamics have significant implications for Indonesia's social and political development. The leadership style adopted by leaders has a direct impact on state governance, citizen participation, and power dynamics. Some implications to consider include:

1. **Society participation.**
A democratic leadership style can strengthen active community participation in the decision-making process. This can create an inclusive environment, where people's voices are heard and acknowledged. Support for community participation can encourage social development by involving various perspectives and experiences in policy formulation.
2. **Political Resilience.**
A strong and stable leadership style can increase a country's political resilience. Leaders who are able to provide clear and effective direction can reduce political uncertainty, create stability, and support economic development.
3. **Transparency and Accountability.**
The implementation of transparent and accountable leadership creates the basis for good governance. Transparency enables citizens to monitor and assess government actions, reduces the risk of corruption, and supports sustainable development.
4. **Human Resource Development.**
A leadership style oriented towards human resource development can influence the education, training and development sectors. Investment in human resource development can improve the quality of the workforce, support innovation, and advance the country's capabilities in global competition.
5. **Fair Distribution of Power.**
Choosing a leadership style that supports a fair distribution of power can help overcome inequality and social conflict. Equal distribution of power can provide more opportunities to various groups in society.
6. **Handling Social Problems.**
A leadership style that is responsive to social problems, such as poverty, gender inequality, and unequal access to education, can provide a significant impetus for overcoming these problems. Leadership that prioritizes social justice can encourage policies that support positive social development.
7. **Strengthening Institutions.**
Leadership that focuses on strengthening government and non-government institutions can help create strong and sustainable structures. Strengthening institutions supports effective state management and quality public services.
8. **The Importance of Contextual Leadership Style.**
It is important to recognize that effective leadership styles may vary according to Indonesia's cultural, historical and social context. Leadership that is in line with local values can be more easily accepted and effective in guiding community development.

Overall, leadership dynamics greatly influence Indonesia's social and political development. Selecting and

implementing a leadership style that suits society's needs and values can be key to advancing sustainable and inclusive development.

SWOT Analysis of Leadership and Power Dynamics

SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) can be used to analyze leadership and power dynamics, including in Indonesia. The following is a SWOT analysis of leadership and power dynamics in Indonesia:

A. Strengths (Strength)

1. **Political Stability.** Indonesia has achieved relative political stability since the Reformation era, providing stability for economic and social development.
2. **Economic growth.** Indonesia's economy continues to develop, providing opportunities for development policies and improving people's welfare.
3. **Political Participation.** The increasing political participation of various groups in society shows positive democratic development.
4. **Cultural Wealth.** The rich cultural heritage provides strength in maintaining national identity and building unity.

B. Weaknesses

1. **Corruption.** Corruption remains a serious challenge in leadership dynamics in Indonesia, affecting government effectiveness and public trust.
2. **Political Polarization.** The existence of political polarization can hinder progress and cooperation between leaders and community groups.
3. **Socio-Economic Inequality.** Persistent socio-economic

disparities can create dissatisfaction and tension in society.

4. **Environmental Issues.** Environmental problems, such as deforestation and pollution, can pose serious threats to social and economic stability.

C. Opportunities

1. **Technology and Innovation.** The use of technology and innovation in leadership can increase the efficiency and effectiveness of public services.
2. **Sustainable Economic Growth.** Opportunities to develop sustainable and inclusive economic development policies.
3. **International Cooperation.** Opportunities to strengthen relations with other countries and take advantage of international cooperation in various fields.
4. **Education and Human Resources Development.** Opportunities to improve education and human resource development to create more qualified leaders.

D. Threats

1. **Global Economic Uncertainty.** Uncertainty in the global economy can affect Indonesia's economic growth.
2. **Health Crisis.** The threat of a pandemic or health crisis can test the capacity of health systems and government responses.
3. **Regional Political Instability.** Conflict and political instability around Indonesia can have a negative impact.
4. **Terrorism and Radicalization.** The threat of terrorism and radicalization can threaten national security and social cohesion.

This SWOT analysis can provide insight into the position and challenges of leadership and power dynamics in Indonesia, to exploit strengths, overcome weaknesses, take advantage of opportunities, and overcome threats to build a more effective and responsive leadership system.

CONCLUSION

Leadership dynamics is a process of change that occurs in the relationship between leaders and followers in an effort to achieve organizational goals. These dynamics are influenced by factors such as human relations, leadership styles, and organizational change. Power and leadership are often closely related and leaders can use their power to achieve organizational goals. Leadership dynamics involve changes and interactions in leadership roles. On the other hand, power dynamics refers to changes and interactions in the context of power in an entity or system. It includes how power is distributed, maintained, or changed within a particular social hierarchy or structure. Power dynamics include shifts in power between individuals, groups, or entities, as well as interactions and changes in those power dynamics over time.

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Leadership dynamics have significant implications for Indonesia's social and political development. The leadership style adopted by leaders has a direct impact on state governance, citizen participation, and power dynamics. Selecting and implementing a leadership style that suits society's needs and values can be key to advancing sustainable and inclusive development.

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