

Leadership Communication Approach of the Indonesia Film Censorship Institute to Stimulate a Collaborative Climate

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Taufan Teguh Akbari^{1*}, Rizky Ridho Pratomo²

¹Business and Communication Institute of LSPR

Jl. K.H Mas Mansyur, Kav. 35, Jakarta Pusat 10220 - Indonesia

²Universitas Pembangunan Nasional “Veteran” Jakarta

Jl. RS. Fatmawati Raya, Pondok Labu, Cilandak, Jakarta 12450 - Indonesia

*Corresponding author: taufan.ta@lspr.edu

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Abstract

The incumbent the Film Censorship Institute (LSF) chairman faces a series of challenges inherited from predecessors, necessitating strategic changes to transform LSF into a significant institution characterized by a collective and collegial culture. Consequently, this research seeks to analyze chairman's communication approach and its impact on fostering a collaborative climate. Employing a qualitative research approach, the study utilizes the case study method. Data were gathered through Focus Group Discussions (FGD) and document analysis. Three resource persons participated in the FGD. The findings indicate that the leadership communication approach of the LSF chairman is participatory-democratic. The author contends that leaders play a crucial role in shaping and embodying organizational culture, emphasizing the establishment of a collective and collegial ethos. Leadership communication serves as a catalyst in instilling this culture, encompassing language, behavior, attitude, and character. These elements collectively contribute to fostering a climate of collaboration, as evidenced by programs and policies grounded in collaborative principles.

Keywords: collaborative climate; leadership communication; Lembaga Sensor Film Indonesia; organizational culture; participatory-democratic

Introduction

Leadership and communication are two things that cannot be separated. One measure that is a standard indicator in assessing leadership is communication skills. Leaders need qualified communication skills to move their members to achieve a common goal and create a good relationship. Well-developed communication skills increase individual success and organizational success (Hartman & McCambridge, 2011). Therefore, communication skills are essential for a leader.

Each leader has different communication styles, including for women and men. One study found that women prefer non-personal communication methods, while men prefer more personal forms of communication (Tench, et.al., 2017). Differences in communication styles are typical because everyone has different characteristics. However, leadership communication is not only influenced by character; Technology also has a significant influence. During the pandemic, there were some changes in leader

communication patterns (Akbari & Pratomo, 2021), for example, from face-to-face communication to virtual communication using Zoom, Google Meet, and other platforms. In addition, leaders with extrovert and introvert characteristics also have different communication style preferences. When dealing with extroverted members, introverts can prepare for questioning, lots of conversations, and requests for meetings (Farrell, 2017).

In addition, the communication style also intersects with a leader's leadership style. Research on 216 CEOs in Finland found that transformational leaders with an emotionally intelligent communication style are polite, recognize other people's feelings and take them into account, listen to and appreciate others' input and convey their messages efficiently (Uusi-Kakkuri & Brandt, 2016). In times of crisis, leaders should initiate charismatic leadership communication, which is task-oriented and empathic, and demonstrate enthusiasm, both verbally and nonverbally, to strengthen organizational reputation (Jamal & Abu Bakar, 2017). The differences in character and communication styles have varied impacts on their members. For example, the authoritarian leadership style was associated with the lowest solidarity and consistently yielded the least job satisfaction and the highest burnout in subordinates (Kelly & MacDonald, 2019).

The big picture is that communication styles have varying impacts, depending on the leader's character. The communication approach used has a significant influence on the overall organizational performance. It is undeniable that communication is the backbone of leadership. When leaders apply the right communication style, it can improve organizational performance; vice versa, when the approach is not correct, the results are also not good for the organization. The universal fact about leadership communication styles is that influential leaders are aware of the preferences of colleagues and stakeholders, adjusting communication to the preferred pattern of others (Farrell, 2017).

Speaking of communication and leadership, the Film Censorship Institute (LSF) is undergoing a new leadership period. In 2020, Rommy Fibri Hardiyanto was elected chairman of LSF for the 2020 – 2024 term. LSF is an institution that has the authority to circulate and

educate the public about matters related to the film. This is stated in Law Number 33 of 2009. The new chairman of LSF brought with him various problems, both internal and external. One of the problems is the circulating stigma that LSF is an institution that is no longer relevant to the times. One of the film observers, Shandy Gisella, on one occasion celebrated National Film Day in 2019 and said, "This National Film Day should be a momentum to question Law Number 33 again. How effective is the law?" (Kumparan, 2019).

These are the problems that the head of LSF wants to solve during his term of office. The problems brought gradually can be solved. During his leadership period, there were quite significant changes in LSF. The emergence of the Self-Censorship Culture is one of the innovative movements initiated by LSF. The aim is to educate and spread awareness of the importance of self-censorship so that the films watched are according to their classification. In addition, LSF also won an award with the Predicate of Compliance with Public Service Standards from the Ombudsman. The exciting thing is that this is the first time that LSF has been assessed by the Ombudsman and is immediately ranked third (Wahyuni, 2023).

LSF's success must be attributed to Rommy's leadership in overseeing LSF. Moreover, its collaborative approach – through many collaborations with many parties – has made LSF better known to the public. In short, LSF under the leadership of chairman in the 2020 – 2024 period has made significant changes. The profile of Rommy has had a significant impact, which shows his leadership character. Based on this background, the author examines the current communication approach of the LSF chairperson and how this approach stimulates a climate of collaboration at LSF.

When discussing research on LSF, only a limited number of studies have been conducted in this area. The most relevant research was carried out by Thifalia & Susanti (2021), focusing on visual media production at LSF. The study delves into the current tenure of LSF's chief, during which the organization extensively publishes information on social media to enhance its image. Another noteworthy research effort was undertaken by Suyadi (2019), which primarily explores the legal standing of LSF. This research is anticipated to contribute valuable insights to the existing body of knowledge on LSF,

particularly in the realms of leadership and leadership communication.

Theoretical Framework

In an organization, work culture is indeed essential. This is because culture describes how work, mindset, norms, and communication patterns are applied. Schein (2010) describes organizational culture as:

“... A pattern of shared basic assumptions learned by [an organization] as it solved its problems of external adaptation and internal integration, which has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems” (Schein, 2010).

From this definition, organizational culture is about shared norms that become the foundation for solving external and internal problems. The formation of organizational culture is a complex matter. Many things affect organizational culture, from the founder or leader of the organization to the environment, national and industrial culture and how members learn and understand the prevailing culture (Ehrhart, et.al., 2014). Regardless of the complexity of the forming factors, organizational culture binds its members through the norms used. These norms and values act as social control within the organization. The definition of social control is not in a strict sense. The purpose of the social control system in question is that there are two mechanisms to ensure that the organization achieves its goals: there are formal controls in the form of performance management, product planning, and financial planning, and through social norms or expectations regarding appropriate attitudes and behavior (Chatman & O'Reilly, 2016).

When an organizational culture has a good climate, members can work optimally. For example, in knowledge management, job-oriented cultures positively affect employee intention in the knowledge management process (creation, storage, transfer and application). In contrast, a tightly controlled culture has adverse effects (Chang & Lin, 2015). In addition, work culture also affects member performance (Paais & Pattiruhu, 2020).

Cultural development requires leaders who see it as critical and understand the importance of aligning organizational strategies and decision-making with cultural ideals (Warrick, 2017). Various studies have also found that leaders play a significant role in organizational culture and commitment (Harwiki, 2016). An organization's success depends on its leaders' competency and the organizational culture that leaders create (Almatrooshi, et.al., 2016).

In the context of the digital environment, leaders are vital in developing digital culture: they must create relationships with multiple and scattered stakeholders and focus on enabling collaborative processes in complex settings while attending to pressing ethical concerns (Cortellazo, et.al., 2019). Thus, the leader is a crucial figure in building an organizational culture.

On the other hand, Harrison & Mühlberg (2014) define leadership communication as a flow of strategic interactions that inform and influence the relationship between companies and stakeholders. The communication strategy involves teams and individuals who understand and have a stake in achieving the best results and achieving and enhancing interests and togetherness among stakeholders. Information exchange is honest, open, transparent, clear, constant, two-way, and caring. The communication is also structured, taking into account content (what information will we convey), context (when will this information be read, the suitable media to convey it, and whether this information is expected), and tone (what tone or tone we convey information).

When considering communication approaches in general, there are three distinct leadership styles. The first is the democratic communication style, which encourages dialogue, consensus-building, and two-way communication between leaders and members. The second is the authoritarian leadership communication style, characterized by one-way communication from the leader to the members, with no room for dialogue. Members are expected to strictly follow the leader's orders. The third is the laissez-faire communication style, notable for its avoidance of discussion with members, making it a distinctive aspect of this leadership communication style. In addition, leaders do not provide regular feedback to their members.

Table 1. The Effects of Authoritarian, Democratic, and Laissez-Faire Leadership Communication Styles

The Effects of Authoritarian, Democratic, and Laissez-Faire Leadership Communication Styles		
Authoritarian Leadership	Democratic Leadership	Laissez-Faire Leadership
Increases productivity when the leader is present	Lowers turnover and absenteeism rates	Decreases innovation while leaders abdicate, but increases innovation while leaders provide guidance as requested
Produces more accurate solutions when leader is knowledgeable	Increases followers' satisfaction	Decreases follower motivation and satisfaction when leaders abdicate
More positively accepted in larger groups	Increases followers' participation	Results in feelings of isolation and a decrease in participation when leaders abdicate
Enhances performance on simpler tasks and decrease performance on complex tasks	Increases follower commitment to decisions	Decreases quality and quantity of output when leaders abdicate
Increase aggression levels among followers	Increases innovation	Increases productivity and satisfaction for highly motivated experts
Increase turnover rates	Increases a follower's perceived responsibility to a group or organization	Increases stress and conflicts when leaders abdicate

Source: Johnson & Hackman (2018)

Johnson & Hackman (2018) summarize how each leadership communication style impacts. If we analyze further, we discover the fundamental properties that make each style produce a different impact. An authoritarian communication style means focusing on the leader. If there is a leader, the organization's members' productivity is higher. That means the organization will only operate optimally if the leader has a direct presence. Even though authoritarian leadership works well when there is no time to decide if it is applied continuously, it causes a loss of initiative from members, rivalry between members, and members become not independent (Khan, et al., 2015).

Meanwhile, the democratic leadership communication style embraces all members, thereby creating connectedness between leaders and members. Organizations become less focused on leaders but encourage members to participate, innovate, and collaborate. This means that there is member involvement in the organization. Research shows that leaders who invite their members to participate positively impact engagement and job satisfaction, especially when their members are happy at work (Chan, 2019).

On the other hand, the laissez-faire leadership communication style indicates the leader's indifference. Leaders disengage and

hand over responsibilities to members without guidance. Guidance will be provided if a member requests it. The relationship becomes unbalanced: members must be proactive, while the leader is passive. This style of leadership communication makes members lose confidence in their leaders and consider them incompetent to meet the needs of their members (Tosunoglu & Ekmekci, 2016).

These three leadership communication styles have different effects on the receiver. In terms of organizational citizenship, the democratic leadership communication style stimulates a sense of belonging to the organization. Meanwhile, the autocratic leader cannot stimulate the feelings of helping others due to its task-oriented nature, and the laissez-faire leadership style has a fragile relationship with organizational citizenship behavior (Malik, et.al., 2016). When discussing work dynamics, a democratic communication style allows for a strong sense of cooperation between leaders and members, whether doing something or making decisions (Kaiser, 2017). Overall, the democratic communication style affects organizational success, while the authoritarian style has a negative impact and laissez-faire has no influence on organizational success (Jony, Alam, Amin, & Jahangir, 2019).

Material and Methodology

This research uses a qualitative approach. The author chooses a case study to gain an in-dept perspective and diverse understanding about certain case in a real-life context. (Crowe, et al., 2011). Case study research is consistently described as a versatile form of qualitative inquiry most suitable for a comprehensive, holistic, and in-depth investigation of a complex issue (phenomena, event, situation, organization, program individual or group) in context, where the boundary between the context and issue is unclear and contains many variables (Harrison, et.al., 2017).

For the purposes of this research, the author uses two data collecting methods. The first is Focus Group Discussion (FGD) and the second is document review. FGD method aims to obtain data from a purposely selected group of individuals rather than from a statistically representative sample of a broader population (Nyumba, et.al., 2018). FGDs are used to generate information about collective views and the meaning behind those views (Gill, et.al., 2008). We have done FGDs with LSF representatives. The representatives who attended our FGDs are Chief of LSF, Rommy Fibri Hardiyanto, the Chairman of Commission III for Handling Socialization and Inter-Institutional Relations, Dr. Naswadi, and the Head of Administrative Subdivision, Au Chanifah.

The second method used for this research is document review. Document review is a form of secondary data. We retrieved and examined relevant journal, reports, policy papers, articles to gain a broader understanding and complement our result. Secondary data analysis of qualitative research is one way to advance this goal while minimizing the burden of research participants (Ruggiano & Perry, 2019).

Result and Discussion

Leadership aims to instill influence, leave a legacy, build trust and systems and make an impact. To achieve these leadership objectives, the leader must build the organizational culture. In many ways, organizational culture is invisible—although it can be both conscious and unconscious—but simultaneously, it is the glue that binds and

builds a sense of cohesion (Teasley, 2017). They can bring out the best in people and create excellent environments for them to work in, or bring out the worst in people and create dysfunctional environments filled with stress and tension (Warrick, 2017). In addition, culture provides a sense of identity, promotes achievement orientation, helps shape standards and patterns of behavior, creates distinct ways of doing things, and determines the direction for future growth (Teasley, 2017).

Leaders have a significant role in building organizational culture. In the current term of office, the LSF leader realized this when he initiated the transformation within the organization. Changing culture is a long process and involves various dynamics and ways. Leaders must be role models for their members, facilitate change, and apply the right communication style so that the change can take place. In addition, establishing a culture that is embedded and implemented in an organization takes work, especially to deal with various problems. LSF has problems that must be addressed. Rommy Fibri, as the head of LSF, acknowledged this:

“... At that time, I inherited issues from the previous period, where much homework was needed. This homework, which I later saw, had to be addressed with a more modern approach.”

The problems referred to in this statement include internal and external problems of the organization. The internal problems are broadly related to the organizational work culture. For the 2020-2024 period, the LSF is tasked with changing the working mechanism of the secretariat to censorship. Abu Chanifah described the problems in the secretariat, "In the past, the secretariat was the king, and we took the risk. How funny, when there is a problem, the secretariat has to be responsible." Meanwhile, Rommy also conveyed external problems, namely the lousy stigma received by LSF.

Therefore, a new mechanism and norms are needed in the organization so that LSF can work optimally. The focus of the current LSF chief is how to make LSF understand people's needs, especially in terms of film. In this regard, LSF, in this period, is applying a collective-

collegial culture to make leaps and bounds in the organization. Rommy described the collective-collegial work culture as follows:

“In principle, I am collective-collegial. All are in the same position. Incidentally, the difference is that the chairman facilitates the flow of communication and coordination. Because if there is no chairperson, everyone will be able to make their policies.”

Thus, the LSF Leaders for this period of time established a collective-collegial culture as a norm that must be implemented within the organization. The key word is "simplify the flow of communication and coordination." According to the author, this culture implies a process of democratization at work. Practical work demands a smooth flow of communication and coordination between leaders and members. It is two-way, the ultimate goal of which is to be a participatory (Frega, et.al., 2019), transformative, inclusive, and collaborative organization. Participatory means emphasizing dialogue and consensus in decision-making. Transformative in the sense that there is a desire to solve problems and change the organization's culture and way of working. Inclusive means involving all parties from different cultures and backgrounds to work together. Collaborative means creating a work culture of helping each other according to their capacity, which applies to internal and external organizations. In short, Rommy wanted to involve all parties in helping the process of cultivating a collegiate culture at LSF.

Naswardi legitimized the impact of this collective-collegial culture. He said that collective-collegial work unites various cultures and becomes one solid organizational culture. In addition, various studies have also concluded that leaders and members who share cooperative goals related to developing a climate for inclusion can prompt the vicarious learning of inclusive behaviors by followers, thereby facilitating goal attainment for both parties (Boekhorst, 2015). Organizational culture can also significantly influence a company's performance and effectiveness; its employees' morale and productivity; and its ability to attract, motivate and retain talented people (Warrick, 2017).

Continuing the statement of Naswardi, t collective-collegial culture unites various

cultures, and there is a two-way communication process between members and leaders. Communication is an interactive process between leaders and members, be it the exchange of values, culture, and ideas. On the one hand, leadership communication becomes an important instrument that strengthens organizational performance, catalyzes collaboration, and increases member involvement. Furthermore, in Corporate Social Responsibility (CSR) communication, communication is seen as an instrumental approach aimed at building awareness, sharing information, and garnering support for their respective CSR activities (Chaudri, 2016). Additionally, companies regularly communicate their goals and successes when they want to be seen as environmentally responsible. Plus, they use multiple communication tools to encourage greater employee engagement, communication, and cross-functional collaboration related to their sustainability efforts (Galpin, et.al., 2015).

However, on the other hand, communication is an orientation, a worldview, and a way of understanding leadership that focuses more broadly on the process of social influence itself (Ruben & Gigliotti, 2016). Thus, communication acts not only as an instrument but as an orientation or point of view conveyed to its members. What is more – if we link back to LSF – the culture formed is collective-collegial, which promotes massive participation in the organization. Thus, the leadership communication carried out represents the vision and mission of the LSF leaders. Naswardi also emphasized this:

“... There are two approaches to communication, and I observe them in today's leadership processes. Communication is the primary key to building harmony in the organization because communication is an essential channel for mutual understanding.”

Naswardi's explanation shows a relationship between organizational culture and leadership communication approaches. Communication is focused on creating a collective learning process. Communication is aimed at creating collaboration in the world of work. Collaboration in the world of work can be created if leaders and members know each other, thus triggering collaboration. Moreover,

collaboration tends to work best in diverse groups where the people participating in the collaboration have the authority to make final decisions and when innovation and creativity are desired (Ibarra & Hansen, 2011).

LSF Leadership Communication Approach

Given the significant role of communication, LSF leaders for the 2020 – 2024 period seek to increase participation and connection with members. Based on the culture he wanted to build, the chief of LSF envision LSF as an inclusive, participatory, transformative and collaborative organization. Thus, this must be translated into the approach or style of leadership communication. Leadership communication does not only talk about language, but also a character which

includes attitude, behavior, and personality (Zulch, 2014).

The writer finds that the leadership communication approach applied by the head of LSF is democratic. The democratic approach boosts motivation, allows for using subordinates' knowledge and experience in decision-making, creates loyalty to the team's goals, and ensures mutual communication, thereby eliminating potential communication problems (Terzi & Derin, 2016).

Democratic leaders characterized by encouraging two-way communication are most likely to provide the foundation necessary to develop solidarity (Kelly & MacDonald, 2019). The democratic leader offers guidance to group members in participating in the group and encourages member involvement in decision-making (Kilicoglu, 2018).

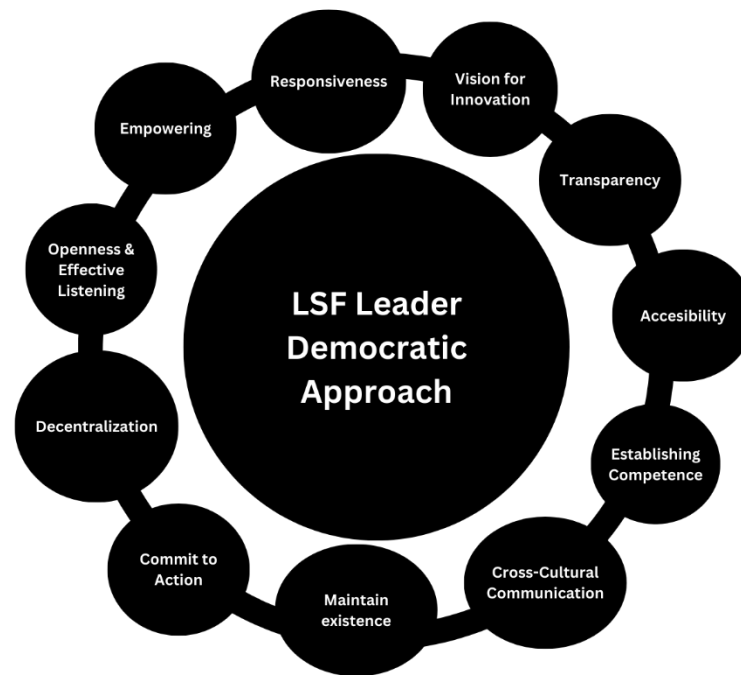


Figure 1. The LSF Democratic Leadership Communication Approaches

This is proven by openness through discussion forums, which Naswardi revealed:

“The current leader is also diligent in holding forums aimed at members so that interaction, dialogue, discussion and mutual understanding between the elements and functions of the institution can occur. This is done through coordinating meetings, or plenaries held three times a month for strategic and tactical matters.”

The existence of this forum aims to promote dialogue and accommodate members' aspirations, as well as facilitate intercultural communication. Openness becomes very important in a collective-collegial culture. Openness does not connote the absence of prescribed rules, instructions and procedures but requires a form of bureaucratic organization – albeit transparent, reliable and modifiable – to make openness possible (Dobusch, et.al., 2019). Forum is a picture where the leader acknowledges the right of members to express opinions. Moreover, members are a critical

element in the organization, and the relationship between the two must be harmonious.

Leaders need to know the aims and objectives of members. Likewise, members must also know the leader's perspective. This way, the resulting decision will satisfy all parties because they already know each other's perspectives and considerations. Meanwhile, if there are various problems, Abu Chanifah explained that these matters could be brought together.

Concerning external parties, LSF is proactive in disseminating information in all media. This effort is a form of LSF's openness to the community, where LSF wants the community to know what LSF is doing, so they can participate in the organization's activities. This openness also allows LSF to accommodate the community's aspirations: what are their complaints and wishes, and how can LSF accommodate the community's aspirations?

In addition to facilitating forums, the LSF chairman also delegates substantial autonomy (decentralization) to other LSF members. Three commissions within the LSF have been granted autonomy to formulate activities and prepare budgets. This empowerment reflects the leader's confidence in the members. Rommy Fibri provides an illustrative example of Commission III, which is recognized for its dynamism:

“...For example, regarding cooperation, working with Commission III to review cooperation. Commission III is a dynamic commission. With this pattern, I, as the chairman, feel that this work is more effective. The chairman is only the conductor. The dynamics that occur are sufficiently autonomous and dynamic to discuss activities so that collective-collegial leadership takes place.”

The actions undertaken by the LSF leaders during their current term in office exemplify shared leadership. They strategically allocate responsibilities and delegate tasks to enhance organizational efficiency. In addition to these measures, there are other reasons motivating LSF leaders to delegate tasks. This is because shared leadership is strongly related to the knowledge-sharing process. The leader who uses this style can motivate organizational learning at the team level, which, in turn, adds

to team effectiveness (Choi, et.al., 2017). Leadership is a collaborative process where each member can become a leader. Conceiving leadership as a practice allows anyone to participate in leadership as he or she engages in agentic activity; as such, practice becomes the engine of collaborative agency (Raelin, 2016).

In addition, granting this autonomy is a form of collaboration between leaders and members. In the traditional view, autonomy and collaboration are two opposite words, where autonomy is related to individual freedom and where collaboration is dependent. However, one can be independent in collaboration, which means that members can make decisions with little intervention from the leader. The right combination of autonomy and collegiality positively promotes professional development (Vangrieken, et.al., 2017).

According to Abu Chanifah, LSF leaders only decide when there is a deadlock. *"The implementation is very effective, and sometimes Mr. Rommy does not decide for himself. Mr. Rommy is more to decide if there is a deadlock."*

Even though the leader has given autonomy to his members, this does not mean that the role of the leader is reduced. The consequence of delegating or granting autonomy is that the leader must be at the front when there is a problem and be responsible for all the decisions. The leader becomes the front guard when the organization experiences shock. However, shocks can be minimized with supervision – in the form of advice – to its members. Rommy Fibri also expressed this:

“ ... (relating to incoming information), I cluster and disposition to each (commission). Nevertheless, still asking for an update. However, its members are active in asking and informing.”

This statement shows that there is high responsiveness in LSF. When receiving information related to LSF, the head of this LSF clusters the information. Apart from that, the activeness of the members in asking and providing information shows a fast reciprocal process. Leaders can approach members individually when actively asking questions and providing feedback. This is very good and indicates a constructive communication pattern..

Furthermore, LSF leaders remain on standby, ensuring easy accessibility for their

members. The rationale behind the LSF leader's commitment to open communication is to facilitate continuous updates with the latest developments. What is more, every development can have a significant effect. Open, constant, and transparent communication keeps an organization visible, gratifies its employees' information needs, and lets employees stay abreast of goings-on in the organization (Men & Stacks, 2014). Rommy also explained in detail about his leadership communication:

“I put a very open flow of information. Because I used to be a journalist, my cellphone stayed on for 24 hours because many things had to be communicated and informed about, which could not be limited to office hours. There is no communication hierarchy either. I convey to everyone that can input to all.”

By fostering open communication, autonomy, and proactively disseminating information, LSF leaders enhance the capacity of their members, transforming the organization into a learning-based entity. Strengthening capacity is essential for organizations to carry out their duties and functions more optimally. Naswardi emphasized that members should express gratitude for this invaluable learning opportunity:

“The opportunity for members to learn was not available in the previous period. Both complement each other. Complementing each other is the benchmark for building togetherness, collaboration, and harmony.”

One learning opportunity in question is benchmarking with other countries such as Japan and Korea. This is also a means to establish competency for members. Furthermore, some time ago, LSF visited South Korea for a comparative study. The LSF delegation was led by Naswardi, as Chairman of Commission III of LSF. LSF members, including Andi Muslim and Joseph Samuel, along with several members of the secretariat, participated in the visit. It is noteworthy that the Head of LSF was absent during the visit to South Korea. This suggests that LSF leaders prioritize creating an extensive learning environment for their members. Researchers

have examined how learning-based organizations impact performance. The indicators of a learning organization, namely collaboration and teamwork, performance management, autonomy and freedom, reward and recognition and achievement orientation, were positive predictors of various dimensions of company performance and knowledge management practices (Jain & Moreno, 2015). Organizational learning also has a significant positive effect on organizational commitment, which encourages organization to develop effective human resource practices that could ultimately lead organizational competitiveness and increased performance (Hanaysha, 2016).

Finally, one of the most critical aspects of the LSF chairman's leadership communication style is the emphasis on transparency. This transparency, especially to external parties or LSF partners, especially with the lousy stigma labeled on LSF, makes LSF have to improve its communication patterns. For example, LSF creates digital-based services to make it easier to monitor incoming films for censorship. As chairman of LSF, Rommy also acknowledged that LSF had intensive communication with various partners:

“In the past, LSF was perceived as a butcher. Through enhanced branding efforts, dialogue visits, and various initiatives, the perception of LSF has evolved. The institution has actively optimized its operations and fostered communication with both internal and external stakeholders”

It is this transparency that makes LSF's face slowly change. All members of the public know how LSF is performing and can monitor it on social media and the website. LSF is also open to dialogue if there are differences of opinion, both internal and external to the organization.

The Implementation of Culture and Leadership Communication on Collaboration Climate

The implementation of a collective-collegial culture, combined with a democratic leadership communication approach, has fostered a climate of collaboration within LSF. This collaborative effort extends beyond the organization to include LSF partners, all aimed at bolstering LSF's role as an institution dedicated to providing film education to the Indonesian people. Through these collaborative

initiatives, the impact of the LSF program reaches a wider audience, ensuring that a larger

number of individuals benefit from educational opportunities.

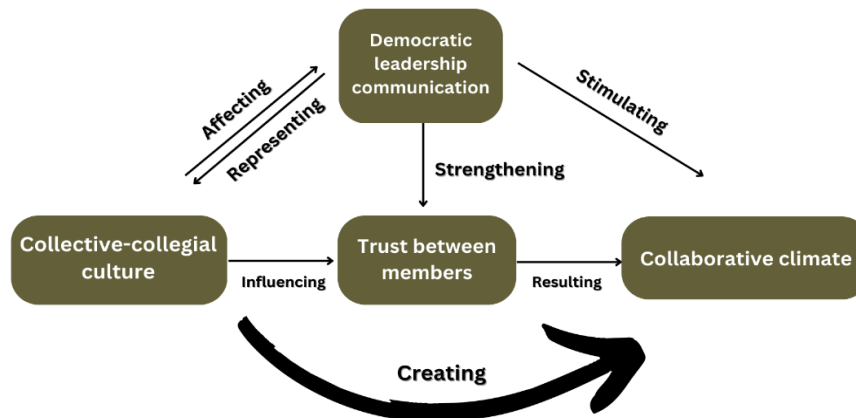


Figure 2. The framework of influence of organization culture and leadership communication

Culture acts as a foundation for the creation of collaborative climate. This is because there are various actions to create a climate of collaboration. In the cultural aspect, the action is manifested in the interdependence of tasks, developing clear roles for members, and a clear focus on collaboration. Meanwhile, at the structural level – in this case, the leader – providing meeting time and group intervention are essential action points to facilitate the collaborative process (Vangrieken, et.al., 2015). Therefore, layers of organizational culture, particularly norms, artifacts, and innovative behavior, partially mediate the effect of values that support innovation on measures of firm performance (Hogan & Coote, 2014).

Leadership communication becomes a bridge to strengthen the effect of culture. In leadership, communication is about language and how leaders implement walk-the-talk. Consistency and commitment to implementing a collective-collegial culture must be seen and manifested in a tangible form. Dialogue, learning processes, participation, information disclosure, and delegation of responsibilities prove this commitment. By consistently implementing a collective-collegial culture, leaders will gain the trust of their members. Team trust significantly affects team performance (De Jong, et.al., 2016). Trust is a glue to enhance collaboration (Crisp & Jarvenpaa, 2013).

Morley & Cashell (2017) explains the determinants of collaboration in great detail. According to him, factors in stimulating consist

of content, process, and behavior. By content, we mean the team's vision and strategy that helps the team find cohesiveness. This content covers culture and the role of leaders. Then, what is meant by the process is the organizational structure in which the team operates, including management tools, procedures, policies, and influence. This means the operationalization of culture, which is translated into policies made by leaders. Last is behavior, consisting of actions and interactions that are driven internally by team members.

All of these play an essential role in shaping the culture or climate of collaboration. Evidence of collaboration has been translated into various programs and initiatives by LSF. Naswardi told how LSF collaborated with various institutions to streamline LSF's work to educate the public.

“Currently, there are 34 cooperating universities. We have already held a socialization event through the tri dharma of higher education. Then with local government and professional organizations. We will also formalize agreements with ten institutions (BUMN, local government, professional organizations and universities). The aim is to ease LSF's work and invite the community to move together.”

Furthermore, LSF also collaborated with villages to form Independent Sensor Villages. Independent Sensor Villages exist in several areas, such as Tasikmalaya (West Java), Central Java, East Java and Bali. This figure has

the potential to increase in line with LSF's efforts to collaborate with villages that can run this program.

Meanwhile, internally, there are several collaborations. For example, the establishment of a budget agency. The budget body consists of members of the secretariat and LSF. Rommy Fibri, head of LSF, explained the duties of this budget agency:

“This Budget Agency in LSF, is made up of representatives of members and secretariat. The Budget Agency discusses activities and program budgets. Work relations become more synergistic and harmonious because they are done together. The members (commission) and the secretariat do it together.”

Examining the composition of the LSF budget agency, it reveals a significant degree of collaboration, as it comprises members from both the LSF commission and the secretariat. This collaborative structure suggests that the cultivation of a shared organizational culture and the leaders' efforts to integrate it into daily communication have been successful. Notably, prior to the current LSF leader's tenure, there was no budgetary body with representatives from various divisions; instead, everything was centralized within the secretariat. This transformation underscores the establishment of a collective-collegial culture that is participatory and people-oriented, now considered the prevailing norm within the organization.

The shift towards a culture emphasizing interaction and coordination among individuals signifies a transition from a highly independent to a highly interdependent organizational orientation (Groysberg, et al., 2018). Consequently, the bureaucracy has evolved to become more harmonious and collaborative.

In addition to the budget agency, the censorship staff is actively engaged in various activities at LSF. Previously, the role of the censorship force was primarily focused on film censorship. However, during this period, their responsibilities have broadened, and censors have been integrated into LSF activities due to their competence and professionalism. This transition implies an ongoing dialogue between LSF and the censors, with LSF aiming for censors to develop a sense of belonging to the organization. This approach is intended to

facilitate collaborative involvement more seamlessly.

With such a culture and leadership communication, LSF has no significant problems. Abu Chanifah explained that:

“So far, there have been no significant problems. If there is a dynamic, that is natural. However, all that can be solved. It is just a matter of defending LSF in the eyes of friends.”

This recognition is a symbol of success in instilling culture through leadership communication. Abu Chanifah also admitted that he was very comfortable working in this period, which legitimized the success of cultivating a collective-collegial culture in the LSF organization. This comfort also indicates that the leader successfully transmits the values and culture he wants to build. Naswardi also validated this conclusion. He said that:

“At the beginning of leadership, we build a collaborative culture and walk in harmony. The two values become an unwritten agreement that we develop.”

Thus, collaboration becomes the goal of a collective-collegial culture. Furthermore, the result is evident that LSF has become a collaborative organization that embraces all parties. This may be because collaborative teams generally have more horizontal rather than hierarchical power structures, more open and inclusive communication, and greater levels of role understanding, respect, and appreciation between members (Morley & Cashell, 2017). Thus, the organization has good performance, and members become more involved with many learning opportunities for the delegation of authority, and the emergence of a sense of belonging.

Conclusion

An inclusive and collegial culture, coupled with democratic leadership communication, serves as catalysts for fostering collaboration within LSF. Leadership communication encompasses language, attitude, behavior, and character, acting as a potent tool to cultivate a collaborative climate. It serves as a bridge for transmitting the values of a collective-collegial culture. Policies, the delegation of authority, active participation,

learning opportunities, and openness collectively contribute to instilling a sense of belonging and empowerment among members.

This research underscores the significance of fostering a democratic and participatory leadership culture, coupled with effective communication, to enhance members' comfort levels and trust. These factors are pivotal for fostering a collaborative process within the organization. Nevertheless, the study is not without limitations, notably the lack of female perspectives and insights. Further research is warranted to address this gap and delve deeper into understanding the dynamics of organizational culture acceptance. This includes exploring how organizational culture evolves into a system of norms and assessing the extent of leaders' influence on this transformative process.

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