UNDERSTANDING OF VISIONARY LEADERSHIP AND LEADERSHIP ETHICS IN ORGANIZATIONS: QUALITATIVE STUDY

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ABSTRACT

This research aims to explain in depth the practice of visionary leadership and leadership ethics in the context of companies operating in the service sector and general suppliers. This research uses a qualitative approach with a case study research design in companies located in the West Jakarta area, Indonesia. Data collection uses interview techniques, observation and documentation studies. The research results show that the visionary leadership applied by the leadership is demonstrated by skills in formulating a vision and translating it to the staff. The leadership also tries to establish active cooperation with the company staff. In the short term, ethical leaders can help improve employee morale and help them feel good about management and their work. The research findings provide information that can be used as evaluation material in the implementation of visionary leadership which is also based on leadership ethics for company leaders.

Keyword: Visionary leadership, Leadership ethics, Service companies and general suppliers

ABSTRAK

Penelitian ini bertujuan untuk menjelaskan secara mendalam praktik kepemimpinan visioner dan etika kepemimpinan dalam konteks perusahaan yang bergerak di bidang jasa dan general supplier. Penelitian ini menggunakan pendekatan kualitatif dengan rancangan penelitian studi kasus di perusahaan yang berada di kawasan daerah Jakarta Barat, Indonesia. Pengumpulan data menggunakan teknik wawancara, observasi, dan studi dokumentasi. Hasil penelitian menunjukkan kepemimpinan visioner yang diterapkan oleh pimpinan ditunjukkan oleh keterampilan dalam merumuskan visi serta menerjemahkannya kepada para staf, pimpinan juga berusaha menjalin kerja sama yang aktif dengan para staff perusahaan. Dalam jangka pendek, pemimpin etis dapat membantu meningkatkan moral karyawan dan membantu mereka merasa senang dengan manajemen dan pekerjaan mereka. Temuan penelitian ini memberikan informasi yang dapat digunakan sebagai bahan evaluasi dalam implementasi kepemimpinan visioner yang juga didasarkan etika kepemimpinan bagi para pemimpin perusahaan.

Kata Kunci: Kepemimpinan visioner, Etika kepemimpinan, Perusahaan bidang jasa dan general supplier

INTRODUCTION

Effective leaders integrate a documented leadership attitude and philosophy with robust leadership abilities and a goal-driven orientation. Effective leaders employ a range of abilities including adaptability, motivation, coaching, concentration, teamwork, decision-making, communication, and personal growth, both for their own benefit and for the individuals they lead (Nurabadi et al., 2022). Effective leaders harness the power of emotions such as passion, excitement, self-satisfaction, trust, and loyalty to inspire creativity, critical thinking, invention, energy, and support for strategies, tactics, and activities aimed at well-defined goals and objectives (Juharyanto et al., 2023). This leadership concept is applicable to all types of organizations and institutions, including as public enterprises, non-profit entities, social and community groups, educational institutions, and government organizations (Olesen et al., 2016).

In the context of the digital era, almost all activities in carrying out daily activities including office activities and activities in other fields also rely on sophisticated technology (Garcia et al., 2019). Leaders confront a progressively intricate, interrelated, and rapidly evolving world in which major corporations, cost-effective rivals, and social networks all occupy the same platform. In this scenario, leaders are anticipated to excel in either the operational or strategic domain. Most firms acknowledge that executives encounter these issues and recognize the significance of successful management. Hence, corporations endeavor to enhance leaders' leadership skills by using a series of measures and consistently seeking cutting-edge knowledge to enhance their talents.

The ability to manage human resources in accordance with current developments is something that a visionary leader absolutely has in the digital era (Uğur & Koç, 2019). This is because currently is an era where millennials are the younger generation of the workforce who have a perspective on the meaning of a work career that is different from previous generations. Many potential career choices make them reluctant to depend on working in companies that are less able to help bring out their best abilities, let alone restrain their souls (Adha et al., 2022). Leaders must show capacity and creativity as flexible human managers in every company work activity towards a common goal. Adaptive human resource readiness and anticipation of impacts in various sectors are certainly things that must be responded to and anticipated wisely and humanely. Leadership can also be interpreted in terms of science and art. Companies face significant challenges if they are unable of cultivating talented young people or attracting capable supervisors. Seldom do firms underestimate the significance of fostering a strong leadership culture in their corporate policies (Musadad et al., 2022).

Ethics in leadership practices is also very important, a company must have a code of ethics that must be implemented by all employees and company staff so that work can run smoothly (Özgenel & Aksu, 2020). Ethical leadership holds significant importance due to its impact on consumers, employees, and the overall organization. Partners and vendors will develop trust and establish effective collaboration with a business when they observe ethical leadership being demonstrated (Meng & Neill, 2022).

Leadership that upholds ethics and ethical principles offers significant immediate and long-term advantages to both businesses and individuals, particularly through the practice of leading by example (Juharyanto et al., 2021). Ethical leaders must hold themselves to the same standards as their subordinates. Ethical leaders facilitate employees' engagement in daily duties, fostering a comprehensive comprehension of their colleagues' responsibilities and the potential difficulties associated with their roles (Meng & Neill, 2022). Subsequently, these leaders can provide guidance to staff as they carry out their everyday responsibilities. Ethical leaders exemplify ethical and moral conduct in their own professional endeavors, serving as a crucial model for other employees (Bafadal et al., 2021). When employees observe their leaders

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consistently prioritizing integrity and honesty in their decision-making, they are more inclined to incorporate ethical issues into their own work.

The business organizational environment has undergone changes in the last few decades. This transformation has created an organizational environment that is characterized by being highly institutional, as well as giving rise to increased competition in the business environment at both local, national and international levels. The changes that occur result in company leaders having a big responsibility to act immediately. Until now, there is a dearth of literature that specifically discusses visionary leadership practices based on ethics in behavior, in the business environment in facing changes in the institutional environment both internally and externally (Bareket, 2012; Nurabadi, et al., 2021).

Some previous literature states that one of the effective leadership styles applied in an organization in the current era is the visionary leadership style. Research by (Taylor et al., 2014) states that visionary leadership has an impact on organizational effectiveness. Meanwhile, research conducted in Kuwait by (Male & Alhouti, 2017) explains that in facing an ever-changing world and continuous organizational development, visionary leadership is important for leaders in each organization to apply. (Eubanks et al., 2011) in their research also stated that there was a positive perception from employees towards the visionary leadership demonstrated by the leader, where this perception gave rise to high commitment in improving company performance. Ethics in leadership also plays a vital role in increasing organizational effectiveness (Banks & Mhunpiew, 2012). In fact (Siddoo et al., 2019) in their research stated that ethical leadership is the key to building a conducive work environment in the digital era.

Previous studies related to the topic of visionary leadership and leadership ethics were mostly conducted in educational organizations and companies in the manufacturing sector, with a quantitative approach. Very few researchers have reported on visionary leadership practices and leadership ethics in companies operating in the service sector and general suppliers. The novelty of this research focuses on understanding the application of visionary leadership and ethics in leadership, demonstrated by leaders in companies operating in the service sector and general suppliers in Indonesia. With a focused research subject, it is hoped that we can dig deeper into objective information about the application of visionary leadership and ethics in leadership in companies. The findings of this research will provide information that can be used as evaluation material in the implementation of visionary leadership which is also based on leadership ethics for company leaders in developing countries, especially to achieve high work productivity in companies operating in the service sector and general suppliers. This research aims to explain in depth the practice of visionary leadership and leadership ethics in the context of companies operating in the service sector and general suppliers.

LITERATURE REVIEW

Visionary leadership is a leadership style that is rooted in a long-term view, big goals, and innovative ideas (Giles & Nanus, 1994). Leaders who possess this trait have the capacity to see far into the future, envision a better future, and move others toward that vision. Generally, they develop a detailed vision, communicate it efficiently to the team or organization, and inspire individuals to collaborate to achieve common goals (Saher & Ayub, 2020). Visionary leaders do not only focus on daily routines, but also strive to bring about substantial and sustainable positive change (Khoiri, 2020). They tend to be a source of inspiration for those around them, encouraging people to exceed existing limits and reach their full potential.

Leadership ethics in organizations refers to a set of moral principles and values that guide a leader's actions in managing, leading, and influencing teams or other organizational members (Agarwal et al., 2022). This includes (Khan et al., 2020; Sami et al., 2016), (1) Integrity, showing honesty, trust, and consistency in actions and words. Ethical leaders take

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responsibility for their actions and maintain high moral standards; (2) Justice, treating everyone fairly and equally without discrimination. Fairness in decision making and treatment of team members is an important aspect of ethical leadership; (3) Responsible, accepting the consequences of decisions and actions taken. An ethical leader is responsible for the results of the decisions they make; (4) Empathy, having understanding and sensitivity to the feelings, needs and views of other people. The ability to understand others' points of view helps leaders make better decisions; (5) Openness and Transparency, communicating clearly and openly to team members about relevant information. This openness creates an environment where people feel valued and trusted; (6) Learning and growth, encouraging growth and self-development of team members. An ethical leader facilitates opportunities for others to learn, develop, and reach their best potential; and (7) Sustainable leadership, building a sustainable organizational culture with a focus on environmental, social and economic sustainability. Leadership ethics is not a static concept, but develops along with changing values, societal demands, and changing organizational contexts (Tutar et al., 2011). Applying these values in leadership practices helps build trust, motivation, and engagement of team members, and creates a healthy and productive work environment.

METHOD

This research uses a qualitative approach with a case study research design (Miles et al., 2014), in companies located in the West Jakarta area, Indonesia. This research is based on real phenomena through various problems and considerations that are explored naturally through unstructured in-depth interviews with the General Manager as key informant, and staff as additional informants. To support the completeness and objectivity of data and information at the same time, the data was informed and discussed further through group discussion forums, both with research informants and fellow research team members. This research was carried out in March-May 2022. Documentation and observation study data collection techniques were also used in this research. In-depth interviews were conducted by researchers to obtain accurate and specific information related to the research topic. Meanwhile, documentation studies and observations of the company were carried out as supporting evidence for the interview results.

The scope of this research focuses on how the implementation of visionary leadership is implemented by company leaders and how the implementation of ethics in leadership within the company supports the success of a leader in increasing company productivity. The results of this triangulation of findings were then reviewed academically and compared with relevant previous research. For data validity, reduction analysis, presentation, verification and conclusion drawing are used. Apart from that, data validity tests are also carried out to prove credibility through observation of various performances shown, member checks, discussions between colleagues, data audits in related fields, and confirmations carried out by looking at the relationship between data obtained, information received, and interpretation that was found.

RESULTS AND DISCUSSION
Implementation of Visionary Leadership

Based on the research results, the visionary leadership style has been implemented since the company was first established. Since the company was first founded, the board of directors has endorsed the use of a visionary leadership style in running the organization. This is strengthened by the leadership's ability to formulate a vision and translate it to the staff. The leadership also tries to establish active cooperation with the company's staff so that the company can achieve its goals successfully together (Arifin et al., 2022; Maisyaroh et al. , 2021). Company leaders always create a constructive and warm atmosphere with the staff. For one to two years, the company focuses on introducing brand production to other vendors and also to the public. Company leaders also try to communicate their thoughts and ideas to their

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subordinates so that they can make an idea a reality if it is good and possible to apply to the company (Jantz, 2017).

Company leaders stated that leadership has very important aspects, especially for leaders who must have skills as defined by the definition of leadership as an art. Leading a company also has an art or skill that must be carried out so that a company can develop. It is through leaders who have skills that a company can run more efficiently and effectively (Obrenovic et al., 2020). As time goes by, leaders begin to learn what things must be implemented to build a good company image in the wider community. Employee participation in this case also helps leaders in leading the company. The reason is, leaders already have the skills to run a company by approaching partners who are considered able to work together with the company. This has been shown by the leadership in the work targets for the company's initial plan, the company leadership has been able to get several vendors to collaborate with the company. Until now, the company leadership is still developing skills and ideas that will be implemented by the company, in this case the company staff are also thinking about ideas with the system sharing technique which is always carried out routinely within the scope of the company. The system sharing program implemented by this company aims to socialize the vision and translate the vision of the leader.

Research within the scope of visionary leadership is also a form of methodological approach that must be carried out, because as a company that focuses on services and general suppliers, the company must routinely conduct research to develop the company's systems and production for the future (Jantz, 2017; Szabó -Szentgróti et al., 2021). Leaders can draw on years of leadership experience, being responsible for several hundred thousand people over the course of their careers. During this time, leaders enjoy the feeling of guiding their employees to success, improving their performance and developing their personalities (Stam et al., 2010). However, at times during their careers, leaders and staff have failed to create reasonable conditions and encourage office employees as they should. Leaders who employ a visionary leadership style have made many decisions and learned through the good and the bad about leadership. Visionary leaders are defined as people whose thoughts about leadership and understanding of how to think about being a leader are continuously honed according to the needs of the environment.

Leadership Ethics in Organizations

Leadership is a complex set of high requirements. There is no perfect leadership behavior, because leadership is faced with the belief of proving itself again and again in everyday business (Frick & Frick, 2010). There are many examples of how leaders are quickly praised and quickly ascended, only to be marked and quickly disappear into oblivion. For this reason, it is important that companies and leaders continue to seek solutions for successful leadership. An effective leader must possess the capability to cultivate and adjust to the inevitable transformations that will occur in the corporate realm (Guven, 2020). Adaptability is crucial for the success of a growing business. Effective organizational leaders demonstrate a willingness to confront and address imminent changes proactively. This fosters a culture that motivates employees to embrace and excel in the face of change. Irrespective of the circumstances faced by the organization, CEOs have the ability to guide the business in a constructive and morally upright manner.

In the business world ethics in leadership contributes to a better understanding of leadership as a complex process in organizations. This research also shows that ethical leadership is very important in implementing visionary leadership in a company (Mercader et al., 2021). As an illustration, firm executives consistently strive to treat all individuals with same respect. Respect is a crucial component of ethical accountability. A morally upright leader will demonstrate equal respect for all individuals, regardless of their hierarchical position,

ranging from superiors to employees. Failure to demonstrate proper regard for individuals in your vicinity can swiftly engender an adverse or antagonistic professional milieu. Engaging in such behavior is a guaranteed method to erode confidence and generate complications within the organization. Failure to demonstrate equivalent levels of respect might give rise to perceptions of unfair treatment and contribute to further workplace issues.

Apart from that, leaders routinely communicate openly (Men, 2015). Proficient communication skills are essential for ethical leaders to establish an environment of trust and integrity inside their firm. Lack of communication might lead to prolonged undetection of problems. This can foster animosity and breed suspicion within the firm. Leaders that exhibit ethical behavior prioritize fostering a culture of transparent and sincere communication with all members of their organization.

Company leaders who demonstrate ethical leadership usually do constructive things in managing stress effectively (Özgenel & Aksu, 2020). Leaders and managers are faced with stressful situations every day, both in their work lives and their personal lives (Sobri et al., 2021). Leaders who apply ethics in their leadership are able to eliminate personal or even professional stress on staff or employees. Leaders that neglect to prioritize ethics manipulate power dynamics and have the potential to instigate anger, irritation, or terror among staff. Ethical leaders has the ability to effectively manage their stress in a constructive and optimistic manner. Unethical leaders are deemed inappropriate and will induce stress among staff and other personnel (Krisharyuli et al., 2020). Effective leaders who adhere to ethical principles effectively manage personal stress and promote employee growth in a constructive and advantageous manner, hence facilitating stress management (Ariyanti et al., 2021; Sultoni et al., 2020).

Apart from doing constructive things that will be implemented by employees and staff, there are also other things that must be done so that leadership ethics continue to operate, namely fair mediation (Mercader et al., 2021). A moral leader possesses exceptional skills in resolving issues in a manner that upholds fairness for all parties concerned. They see all viewpoints and individuals involved as fair and unbiased. Effective organizational leaders exhibit compassion and kindness when addressing challenges and devising solutions (Zhu et al., 2018). Leaders aim to guarantee the sustained collaboration of all individuals once the conflict is settled, emphasizing constructive engagements in the future. Employees will place their trust in leaders who consistently demonstrate ethical behavior and who actively listen to and genuinely care about their subordinates.

CONCLUSION AND RECOMMENDATION

The visionary leadership applied by the leadership is demonstrated by skills in formulating a vision and translating it to the staff. The leadership also tries to establish active collaboration with the company staff. Short-term benefits of ethical leadership include enhanced staff morale and a positive perception of management and work. Implementing ethical leadership practices can enhance positivity and foster collaboration within an organization, hence promoting overall workplace satisfaction. Over time, the practice of ethical leadership can effectively mitigate corporate crises, ethical issues, and ethical problems. Additionally, it can facilitate the acquisition of alliances and clients for enterprises, ultimately resulting in increased financial gains. Devoted personnel are a crucial component for ensuring the enduring success of a corporation. Incorporating visionary leadership that is grounded in ethical foundations and values yields significant immediate and enduring advantages for both businesses and individuals. This research is also not free from limitations, one of which is that this research was only conducted in one company operating in the services and general supplier sector, which was approached using a qualitative approach, therefore it is recommended for

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future researchers to be able to carry out research on more than one company in different fields, in order to obtain more in-depth research findings and enrich the results of this research.

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