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# **Implications of collective leadership in the implementation of managerial decision-making strategies (Study on people's core plantations Asian Development Bank/ Pir Adb Besitang North Sumatra)**

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**Abstract.** The Rahmat Tani Village Unit Cooperative (KUD RATA) carries out the mandate as a forum for an economic organization with a social character to serve the needs of the community by utilizing the consensus results for the strategic achievement of the community itself. Based on its profile, the leadership in this KUD has been proven by its success in delivering the cooperative as one of the national pilot cooperatives. To strengthen the uniqueness of research on the leadership style of KUD RATA, it is necessary to include a description of the decision-making model and the accompanying leadership dynamics for strategic interests while still adhering to the principles of kinship and cooperation. The theory of communicative action from Jurgen Habermas helps us with enlightenment in seeing the deliberative circulation in looking at the systematics of decision making and the dynamics of the KUD RATA leadership style. The results showed that the systematics of decision making at KUD RATA was reflected by the communicative actions of the individuals so that the determination of the direction of cooperative growth in strategic achievement was at the same time adhering to the cooperative principle because its strategic footing remained on the communication paradigm. One of the models of decision-making and leadership style in cooperatives and provides a theoretical contribution to the development of knowledge related to human resource management, especially the systematics of decision-making and the collective leadership style of KUD RATA.

**Keywords.** Collective leadership, Strategy, Decision making, Cooperative

## **1. Introduction**

Organizations always try to achieve common goals while solving internal and external conflicts of this organization. Decision-making greatly influences how the goals are achieved and still maintains the initial commitment of the organization. KUD RATA is one of the KUD

that is still active in North Sumatra Province, located in Langkat Regency, precisely in Besitang District, PIR ADB Village which was established in 1984. KUD RATA has elements of philosophy, process, goals, and human resources that demand deliberation and justice and the welfare of members with practices that are certainly collective based on the principles of kinship and cooperation which can be seen from the holistic lines between elements in KUD RATA. KUD RATA as a cooperative that cannot be separated from the cultural values attached to its structure allows the strategic decision-making of cooperatives to be based on communicative collective decision making that is agreed upon by all its members. Jurgen Habermas's perspective of communicative action theory can give us a solid theoretical foundation by relying on his communication paradigm.

To strengthen the uniqueness of research on the systematics of decision-making in the concept of collective leadership at KUD RATA, it will be stated how the systematics of decision-making has a theoretical basis from Jurgen Habermas' theory of communicative action and holistic lines of KUD RATA elements as well as strategies from the collective leadership concept to consistently embody the socio-economic character of KUD RATA.

The systematic decision making in KUD average has several stages: Annual member meeting, annual member meeting is the highest decision for KUD RATA, this decision must be mutually agreed upon by all speech act actors or all members of KUD RATA, therefore, this highest decision is only possible to obtain if the basis is decided intersubjectively its members. Other members' meetings, in this member's meeting consisting of various specific meetings, at this meeting the study is described in how to choose the right means to achieve the goal of success. The legitimacy of this meeting is taken or based on the results of the decisions of the annual member meeting. Implementation and results of implementation: The strategic implementation of KUD RATA is based on or has legitimacy from the results of pragmatic discussions at other member meetings (at point 2). This strategic implementation still relies on the communication paradigm because the initial support for the other members' meeting stages is the annual membership meeting which produces normative decisions so that the concept of leadership that begins the implementation stage is the concept of collective leadership. In addition, the concept of collective leadership that was born is of course formed from factors on the results of the implementation that had previously been appointed at member meetings because the results of these implementations in the form of reports and evaluations will become the basis or legitimacy for discussions. discussion of the basis at the next annual meeting of members. Therefore, in the case of KUD RATA, an adaptive structure is formed which is influenced by the objective environment.

### **Research Propositions**

Based on the description above, it can be seen that KUD RATA's systematic decision-making and its correlation to communicative action theory have an impact that will reflect strategic collective leadership as well as its consistency on cooperative principles. Therefore, it is interesting to examine how deliberative systematics can simultaneously maintain the principles and become a strategy for cooperatives.

### **Research focus**

How is the implementation of communicative action theory in the systematics of collective decision making in KUD RATA to maintain the cooperative principle? and How can the concept of collective leadership born of communal decisions become a strategy for KUD RATA?

## **2. Literature Review**

### **2.1 Collective Leadership**

Collective leadership is leadership shared by team members and is described by collaborative decision-making and shared responsibility for achieving results (Hoch & Dulebohn, 2013:114-125). To achieve organizational or group goals, leadership is distributed among individuals and not single individuals, through a dynamic interactive influence process (Pearce & Conger, 2003:1-18). Carson et al. (2007:1217-1234) summarizes the viewpoints of several scientists and defines shared leadership as "an emergent team property that results from the distribution of leadership influence across multiple team members".

In addition, shared leadership comes from individuals who have a series of interactions and influence on other team members in interaction, motivation, and support through negotiation and sharing of leadership responsibilities. According to Siagian:1994:83 in essence, decision-making is a systematic approach to the nature of a problem, collecting facts and data, as well as careful determination of the alternatives faced and taking actions that according to calculations are the most appropriate. An action that is decided which is the best alternative must also be based on considerations of the human dimension.

### **2.2. Communicative Action**

Communicative action is an action that is true dialogue and purely social by two or more speakers and listeners who reciprocally and simultaneously put forward not one but three validity claims. Habermas (1981) suggests that when an actor or subject as a listener accepts a communicative act, an agreement occurs at least two subjects who speak and act for an agreement only if it reaches three levels. as a forum for achieving mutual understanding, speech acts play a role: A. To construct and refresh the relationship between the two parties, where the speaker establishes a relationship with something in the world of a valid (social) order; B. To represent situations and events in which the speaker establishes a relationship with an existing condition; C. to present experience, that is to present himself in which the speaker establishes a relation with something in the subjective world that he is entitled to enter.

Communicative action on the dimension of power is an action that is oriented towards achieving a mutual understanding through the similarity of three worlds:

- ✓ The Objective World (as a whole of all entities for which a true statement is possible).
- ✓ The Social World (as a whole of all valid rules of intersubjective relations).
- ✓ Subjective World (as the overall experience of the speaker to which he or she has special access rights).

In communicative action, people use language as a medium for mutual understanding.

Then in the discussion related to communicative action, there are also strategic actions. Strategic action is an action that has a purpose or orientation towards success but is in a social action situation. This means that there is still conversation or communication in strategic action situations but the orientation of this action is to achieve success. In strategic action, people use language as a means of imposing their will through influencing actions.

To better understand the flow of understanding, a research framework is made as shown below:

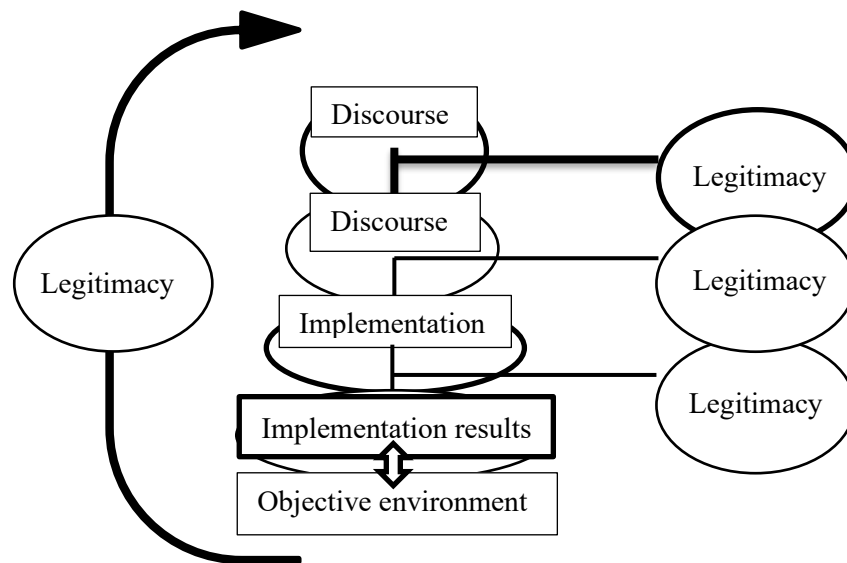


Figure 1. Conceptual Framework

### 3. Research Methodology

#### 1. Data Sources, Data Collection Techniques, and Research Informants

Based on the focus and research objectives described above, the data sources and collection techniques are as follows:

- 1) Data comes from one of the pioneers of KUD RATA Gagarin Derta Bangun, chairman of KUD RATA Darwis Cibero, and Secretary of KUD RATA Saiban, Data collection techniques with documentation studies and interviews during the leadership period of Darwis Cibero.
- 2) Then get data about each job profile, then the data source is the task completed by each. Data collection techniques with documentation studies were obtained from the Secretary of KUD RATA Saiban, a pioneer of KUD RATA Gagarin Derta Bangun and AD/ART KUD RATA.
- 3) Then get a holistic structure and flow of cooperatives by conducting interviews with various sources and documentation of the AD/ART KUD RATA.

#### 2. Data Analysis Techniques

In this qualitative research, more data analysis techniques are carried out in conjunction with data collection, including:

- 1) The stages of entering the field with a grand tour and minitour question, analyzing data with domain analysis.
- 2) Determining the focus, data collection techniques with minitour questions, data analysis is carried out by taxonomic analysis.

#### 3. Result and Discussion

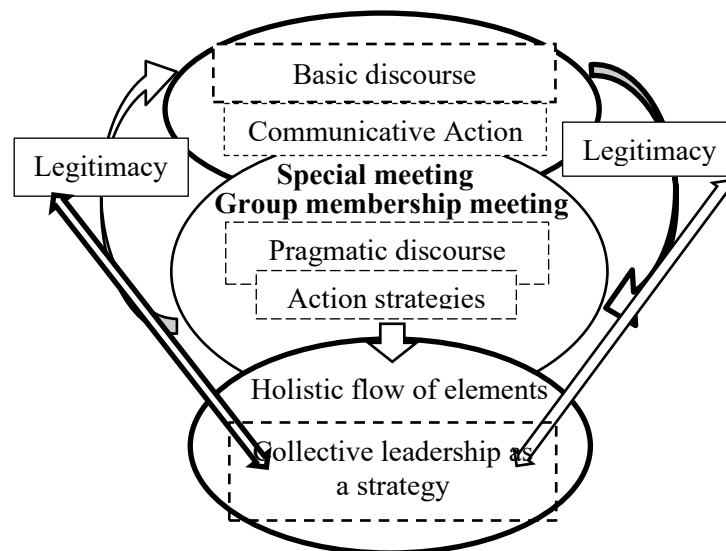
KUD RATA is one of the KUD that is still active in North Sumatra Province, located in Langkat Regency, precisely in Besitang District, PIR ADB Village which was established in 1984. KUD RATA has elements of philosophy, process, goals, and human resources that demand deliberation and justice and the welfare of members with practices that are certainly

collective based on the principles of kinship and cooperation which can be seen from the holistic lines between elements in KUD RATA.

**a. Systematics of Collective Decision Making**

The basis given from research for systematic decision-making from the concept of collective leadership is the theory of communicative action from Jurgen Habermas, this communicative action is raised to a reflective stage that has argumentative means. Then it is divided in two into basic discourse and pragmatic discourse which discusses the validity claims that may be thematized for discussion then the results of this basic discourse will become the legitimacy of pragmatic discourse with strategic actions.

The annual member meeting at KUD RATA is the highest decision in the cooperative. In this meeting, it is also possible for the communicative actions of the subjects to act and speak or all members of KUD RATA to provide their validity claims later to generate rationality from the results of the validity claims raised by the members. This meeting of members then raised the communicative actions of the members towards a more reflective direction, namely discourse. The members' discursive conversations are equipped with argumentative means that are equipped with the members' voting rights. Then in the annual meeting of KUD RATA members, a basic discourse occurs which discusses the normative matters of a decision. Habermas in Hardiman explains that the legitimacy that comes from intersubjective acceptance has binding power. This means that in making rational decisions at the annual members' meeting, a discursive conversation is needed so that it can determine decisions that can be accepted by all parties because in making decisions at this stage, apart from assuming reasonable arguments, we also need intersubjective acceptance from all parties so that legitimacy is not only impressed solely to be obeyed but also as a guarantor of freedom.



After giving birth to a normative rational decision from a discursive and rational conversation, the rational decision that becomes the legitimacy of the annual member meeting will become a binding basis or basis (because it has been agreed upon by all members) for discursive conversation or decision making at subsequent meetings that have the following characteristics: strategic. Subsequent meetings viewed the legitimacy of the foundational discourse as a program whose implementation was determined through pragmatic discourses (Sudrajat 2014). In this pragmatic discourse, the participants or members of the meeting no longer discuss cultural or normative issues, but instead look for means to achieve collective

goals that have been present since the foundational discourse, so that pragmatic discourse is only concerned with how the implementation of these collective goals is carried out, for example determining what kind of strategic action. to increase business success. Legitimacy born of pragmatic discourse will be used as a foothold by meeting members as an instrument of argumentation in the basic discourse (Kernstock and Brexendorf 2009).

In short, the systematic method of collective decision-making in KUD RATA can be concluded to be very deliberative and presupposes the communicative actions of members as the basis for collective decisions. Systematic decision-making like this is very important to continue to return to the cooperative principle, namely kinship and cooperation, which means that not only do we achieve material success but also we achieve mutual understanding to maintain kinship and cooperation (Haryanti 2016). From a study related to how the circulation of deliberative KUD RATA collective decision-making systematics as well as enabling the leadership style mandated by discursive legitimacy to give birth to a collective leadership style as well.

### **Discovery of Collective Leadership as a Strategy**

The concrete decisions of the systematics of collective decision making that have been discussed in the previous discussion related to the discourses that will later give birth to collective leadership. Collective leadership is not only a leader who maintains solidarity in communicative ways, but leadership that has been born from rational and communicative decision making also assumes that this leadership style can be a strategy to survive and achieve success in cooperative technical efforts. on pragmatic discourse.

KUD RATA collective leadership that is culturally and structurally concrete has strategic actions for unique success goals. KUD RATA has an economic cycle that depends on the level of productivity of the businesses being run. KUD RATA has a fluctuating productivity cycle from its palm oil business. As Habermas said in Hardiman that the technical dimension will affect the moral-practical dimension.

The moral-practical dimensions that we know in the KUD RATA case are discursive decisions, either basic or pragmatic, which rely on the intersubjective agreement or consensus of all members, then the technical-control dimension is related to technical implementation between KUD RATA members and their business activities. . The spike that occurred in the technical-control domain was reflected by changes or ups and downs in KUD RATA's oil palm business productivity that affected the moral-practical domain or the results of KUD RATA's discursive decisions. The surge forced KUD RATA to prepare a strategy to be adaptive to the ongoing technical events.

As it is known that the strategy will affect the structure to act on the spikes that occur. KUD RATA can also act flexibly according to conditions under conditions of consensus on structural adaptation issues. This means that dynamic changes are always possible according to the situation and conditions that affect the Cooperative with the terms of the mutual agreement both in RAT (*Rapat Anggota Tahunan*) and RALUB (*Rapat Luar Biasa*) and does not violate the rules stated in the AD/ART KUD RATA.

This is also what happened when KUD RATA entered the Replanting Phase (the phase of felling oil palm trees that were not feasible and had entered a non-productive period was replaced by replanting new oil palm seedlings which were carried out in waves to maintain the plantation's productive cycle) and the Post Replanting Phase where the budget trimmed because plantation production (oil palm) will certainly decrease so there are also cuts in several management sectors and change the organizational structure of the management.

In managing this cooperative, the KUD RATA management uses an organizational

structure headed by 2 chairpersons namely Chair 1 who takes care of both internal and external issues such as cooperation between institutions in terms of the Memorandum Of Understanding (MoU), wherein this main task the emphasis is on communication skills. intersubjective, while Chair 2 takes care of internal administrative and operational issues that place more emphasis on objective communication. Then there is also the Organizational Structure after Replanting KUD RATA can also act flexibly according to conditions with conditions of consensus on the issue of structural adaptation. This means that dynamic changes are always possible according to the situation and conditions that affect the Cooperative with the terms of the mutual agreement both in RAT (*Rapat Anggota Tahunan*) and RALUB (*Rapat Anggota Tahunan*) and does not violate the rules stated in the AD/ART KUD RATA

As Darwis said: *“KUD kita ini punya 2 Ketua. Ketua 1 lebih mengurus ke hal-hal komunikasi, kerjasama antar institusi dalam hal Memorandum Of Understanding (MoU), tetapi internal pun dia tetap punya tanggung jawab. Kalau Ketua 2, dia yang mengurus hal-hal operasional, bagaimana sebisa mungkin untuk meningkatkan terus produksi kita. Tapi biar kamu tahu, untuk sekarang Ketua-nya Cuma ada Bapak saja (1 orang), karena kita masih masa-masa Pasca Replanting, jadi semua tupoksi Ketua 1 dan 2 hanya ada 1 orang yang menjadi komando-nya”*

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The most visible change in the organizational structure of the management is the change in the 2-chair system to only 1 chairperson, namely the main functions of both internal and external, as well as intersubjective communication-objective communication, which is only headed by 1 person. This is still possible because of the economic cycle and productive cycle of cooperatives which are not too massive as a result of the replanting of oil palm trees but are still based on a collective decision from a consensus.

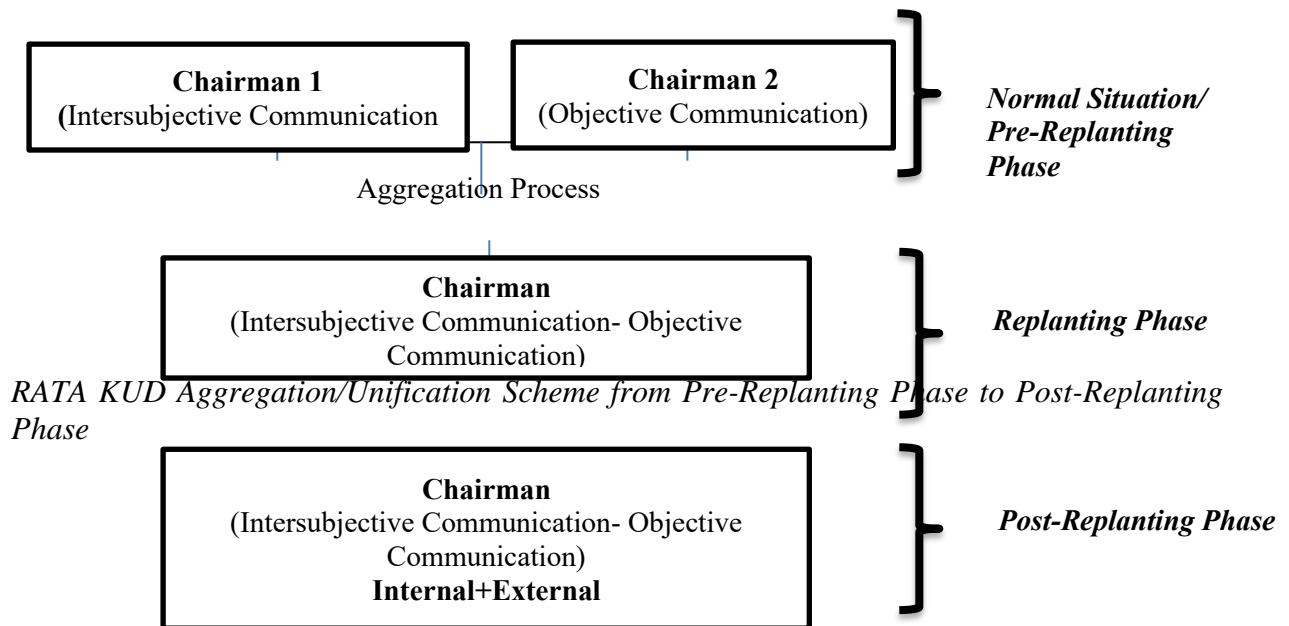
Additional information from Darwis: *“Iya, itu strategi dari pengurus secara kultur untuk mengefisiensikan dan mengoptimalkan kerja pengurus dan keuangan organisasi. Sebenarnya bukan dimulai dari masa pasca, tapi ketika awal-awal Replanting kita sudah rampingkan struktural. Kan kamu tahu sendiri masa-masa penumbangan sawit kita ini buat uang produksi KUD cukup terasa (menurun).”*

Darwis: *“5 tahun setiap periode. Dan setiap individu atau anggota KUD hanya boleh menjabat sebagai Ketua KUD RATA maksimal 2 kali. Begitu kala di AD/ART-nya. Kalau ditanya keunggulan yah banyak. Salah satunya, di KUD kita ini ciri khas-nya betul-betul demokratis sekali system-nya. Selain ada banyak Rapat untuk menentukan suatu keputusan, yang tertingginya itu RAT (*Rapat Anggota Tahunan*), setiap anggota memiliki hak yang sama baik dalam menyatakan sikap untuk berbicara, memberi suara untuk memilih, bahkan semua berhak mencalonkan untuk dipilih.”*

In the mechanism of aggregation/unification of the main tasks and functions from 2 heads to only 1 chairperson, there is no standard rule written in AD/ART. However, it does not mean that the implementation of this structural aggregation does not have a constitutional basis, but is still based on the AD/ART interpretation/embodiment that the highest decision is at the Annual Membership Meeting (RAT) which is the consensus of each member on strategic implementation. Therefore, it is clear that no matter how good the strategic implementation is made by the management, it must prioritize the highest decision, namely RAT so that the

essence of communicative and collective action is maintained. This also proves once again that the presence and voice of members are very meaningful and upheld in KUD RATA.

Darwis: *“Hak Prerogatif saya Cuma di wilayah personalia pengurus Fitrah, lebih ke bagaimana menjalankan kerja organisasi ini secara manajerial dan maksimal, itu saja. Selebihnya saya (Ketua) dengan kamu (anggota KUD), kita punya hak yang sama. Itulah kenapa KUD ini disebut KUD RATA. Secara prinsip ya memang RATA. RATA atau sama haknya. Adillah, kira-kira begitu.”*



## 5. Conclusion

The results of the consensus can be used as a point for strategic action. Strategic action is a description of teleological action in which each actor acts and talks to each other about how to achieve each other's success. There is indeed an egocentric calculation that is not purely social in action orientation. However, this action will not leave the organizational principle which in this case is cooperative because the strategic action comes from the results of the communication paradigm or consensus, namely mutual understanding, that before we start with strategic action, we have legitimized the action with communicative action. which is the more fundamental act of generating social coordination mechanisms. In other words, the results of communicative actions on collective decision-making implemented in the Annual Member Meetings have become legitimacy for further actions that tend to be strategic. This is a very necessary motive because it can ensure that every strategic action afterward does not interfere with the AD/ART as well as the legitimacy of the RAT. This kind of collective decision-making and leadership system can be said to also have a democratic circulation, even more than that, we can characterize this kind of democratic circulation as having a deliberative element. Deliberative has the meaning of "decision from full consideration" or in easier language "deliberation for consensus" because indeed the foundation of deliberative democracy is to allow communicative actions to become the basis for community action in a democratic system as well as organizations which in this case are cooperatives which have the principles of kinship and cooperation should adhere to deliberation for consensus as a way of making decisions. KUD RATA raised consensus or deliberative democracy as the highest and formal discussion in its

organization. KUD RATA needs to continue to maintain reflective communication during the Annual Membership Meeting by guaranteeing the voting rights of each member. Then this kind of circulation must be maintained so that all forms of execution of strategic actions become legitimate and do not undermine the cooperative principle. Deliberative circulation which is reflected by intersubjective decision-making on all parties will ensure the survival of normative and rational values in KUD RATA.

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