IMPLEMENTATION OF THE MERDEKA CURRICULUM TO ADDRESS LEARNING LOSS IN X-GRADE STUDENTS AT SMA AL-ISLAM 1 SURAKARTA

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Keyword	Abstract
Leadership style, Organizational Performance, Business, Ethnography, University Students	*The success of businesses like Fujifilm and Kodak has highlighted the need for exceptional leadership skills to navigate the challenges of a VUCA environment. This volatile, uncertain, complex, and ambiguous landscape requires leaders to adapt their strategies constantly. Effective leadership is crucial not only for large corporations but also for startups in the mental health industry. In Bandung, Indonesia, a mental health service is facing difficulties in expanding its customer base, mainly due to the novelty and popularity of mental health topics in the country. The CEO of the startup lacks assertiveness and heavily relies on the decisions of other team members to achieve goals. To address this issue, a study was conducted using an ethnographic approach to identify the most suitable leadership style. By examining human behavior from a holistic and culturally rich perspective, the researchers interviewed the co-founders of the mental health startup and analyzed the data using James Spradley's Ethnography Analysis. The findings reveal that the current leadership approach within the mental health startup is ineffective. Despite the co-founders' preference for various leadership styles to improve their performance, they express a desire for a transactional leadership style to be implemented..*

INTRODUCTION

Business leaders worldwide have adopted VUCA 2.0 leadership since 2017 to adapt to digitalization and competitive landscape (Meri 2021; George, 2017). Fujifilm successfully adapted by pivoting from cameras and film to skincare and cosmetics company Astalift, using collagen for film quality and skin protection (PetaPixel, 2016; Kei Nishizaki; 2016). Kodak's bankruptcy in 2012 highlights the importance of understanding VUCA urgency and setting clear vision, strategy, direction, method, and objectives (Anthony, 2016;(Bhakuni, 2022)).

The VUCA situation requires strong leadership in businesses, but not all leaders possess the necessary skills. Leadership involves managing the organization, establishing effective communication, building motivation, and providing supervision (Novita, 2021). It is crucial for creating a vision, mission, and sense of direction, defining objectives, developing strategies, and controlling initiatives and administrative activities (Septriani, 2021). However, some leaders may not match the style to their company, as well-coordinated groups contribute to organizational efficiency. Good leadership is essential for both large companies and start-ups.

Leadership is crucial in organizational aspects, particularly for SME leaders, as they influence financial (Zhang & Wei, 2021) performance, innovation (Chowdhury et al., 2022), and strategic orientation (Hadjielias et al., 2022). Effective leadership styles can increase company success by influencing followers responsibly and influencing change (Navahandi, 2009). Therefore, it is particularly bad when a company has managers that lack appropriate leadership qualities, especially the style of leadership they employ.

Mental health start-ups faced challenges in scaling and growing due to inefficient activities like webinars, recruitment, and service promotion. This led to decreased customer retention, partnership, engagement, and income. The CEO's belief in a happy, fun, and intimate working culture led to inefficiency in decision-making and delayed program execution.

Understanding the importance of leadership, This research aim is to evaluate the effectiveness of leadership style and to identify the suitable leadership style in start-up.

METHOD

This research utilizes ethnography to assess the effectiveness of leadership styles in mental health start-up. Ethnography is a widely used qualitative research approach, focusing on people's attitudes, interactions, behaviors, and beliefs (Bengry-Howell & Griffin, 2012; Frost, 2011; Holt et al., 2013; Suzuki et al., 2005; Tanggaard, 2014).

Data was collected from three of the mental health start-up founders, all are university students. Semi-structured interviews were conducted using open-ended questions to understand individual thoughts and culture and also to explore the suitability of leadership styles for motivating the team and improving organizational performance. The aim is to understand "why" and the motivations behind these styles.

This data analysis makes use of James Spardley's ethnography analysis methodology. Domain analysis, taxonomy analysis, component analysis, and cultural themes are the four phases of ethnography analysis. Below is the universal semantic relationship to begin the domain analysis.

Table 2. Semantic Relationship

Attribution	X is a characteristic of Y
Sequence	X is a step in Y
Means-end	X is a way to do Y
Function	X is used for Y
Location for action	X is a place for doing Y
Rationale	X is a reason doing Y
Cause-effect	X is a result of Y, X is a cause of Y
Spatial	X is a place in Y, X is a part of Y
Strict inclusion	X is a kind of Y

RESULTS

After conducting the interview and analyzing the data using ethnography analysis. The researcher found two key discussions during the interview regarding the leadership style.

Existing Leadership Style

All the co-founders agreed that while they work in this start-up, the leader succeeded in creating a positive environment and supporting each other's weaknesses, and teamwork.

"Comfortable because the teamwork is good, the environment is helpful, the members believe in the ability of the team members, and take the initiative to help each other in case other members have problems being able to back up."

The researcher may infer from the aforementioned assertions that the leader fostered a culture of cooperation, mutual respect, and a healthy work environment. These are the qualities of Affiliate.

Not only that, but the leader was also successful in fostering open communication among the co-founders about the company as a characteristic of democratic.

"The thing that makes me happy again at Ashwa is that I feel that fellow team members don't have boundaries, so for example if there's something you want to criticize or suggest, just go ahead."

Expected Leadership Style

Beside analyzing the current leadership style, the researcher gained new insights regarding the best leadership style based on the co-founders preferences.

The researcher can infer from the interview's findings that the co-founders require guidance from a leader who sets examples, exhibits attitude, and raises awareness. This fits the coaching's defining features.

"By showing that he himself also works, not just talking, but he also has to show that what he is doing is in line with what he is saying. Effort in personal development because it can support our future performance so that the quality will increase."

The co-founders' expectations for compensation for their successes and assessment for their failures might be inferred from the interview process. These fit the description of transactional features.

"Lack of rewards, just like we are tired, we are working on something we are not familiar with, we have to work harder than other teams, but we don't get proper rewards. In other teams there are people who get paid per month or pay per project. The reward proved to be very motivating in doing something"

Furthermore, a leader who is establishing an atmosphere at work that inspires and supports team members in being their best selves is crucial, which best exemplifies the traits of transformational leadership.

"For example, he is struggling to achieve something. So, the team leader can encourage him. 'You have this strength,' like directing or pushing themselves or maybe you can make an option if 'it really doesn't get stuck' maybe you can take this path because he knows where this person's strengths are. The team leader must believe in the abilities of his team members. If they can and they have their own strengths, they can actually achieve whatever they want"

Another discussion emphasized the value of having high expectations to serve as a motivator while keeping grounded and ready for the potential of less-than-desired results. The traits of pacesetting are best described by this phrase.

"It's uncomfortable because we don't set high standards so we walk very slowly."

One democratic trait is seen in the co-founder's comment in the conversation. Democratic decision-making entails team members' participation and contributions. She understands the value of incorporating diverse viewpoints from each team member in the setting of a small company. The informant's expression is seen below.

"Yes, small start-ups need a lot of viewpoints from their respective team members"

She came to the conclusion that effective cooperation is crucial for success in a freshly founded firm. The affiliative places a strong emphasis on camaraderie, cooperation, and support among team members. Leaders may foster strong cooperation, boost collaboration, forge goodwill, and foster an environment that fosters the development and success of newly formed enterprises. One of the traits of the affiliative, which emphasizes the value of developing strong ties between team members and leaders as well as between team members with one another, is seen in comment in the discussion.

"Strong teamwork is necessary in a newly formed startup"

Leaders are required to govern and guide their teams in this situation with little space for team member engagement or individual viewpoints. In the debate, the co-founder makes a comment that exhibits one of the traits of an autocrat or an authoritarian.

"Because he has to be a reliable person and they believe in their team leader, so he in anyway he has to be able to make them listen because they have to believe the team leader has the best way to solve this like that"

DISCUSSION

Existing Leadership Style

All of the findings indicate the attribute as the semantic relationship. As stated by Spradley (1979), an attribute is a particular kind of semantic connection that denotes that X (the included word) is a quality of Y (the sub-cover term).

The mental health start-up embodies an affiliative leadership style, promoting teamwork, trust, and a positive working environment. Research emphasizes the importance of proactive sharing of thoughts, ideas, and opinions among followers, team members, and employees. Effective communication is highly valued, leading to increased productivity and organizational success, even in newly established companies (Chaudhary & Dhakal, 2020; Akbar, n.d.).

The co-founders in the start-up exhibit openness to discussion, aligning with democratic leadership style characteristics. This style emphasizes collaborative decision-making, equal power distribution, and shared responsibility. It encourages equal participation from all employees, promotes compromise, and fosters open communication. Democratic leaders support goal setting, provide feedback, and inspire progress (CoachHub, 2022). Below is the table of existing leadership styles in Ashwa.

Table 4.1 Data Clustering for Existing Leadership Style

Sub-Cover Terms	Semantic Relationship	Included Terms
Democratic	Attribute	Open to any discussion
Affiliative		Teamwork Trust the team

Expected Leadership Style

Despite the current leadership style, the co-founders also communicate the desired leadership style to improve their performance.

The co-founders adopt coaching leadership, focusing on personal growth and team performance. They direct, provide examples, show attitude, and provide awareness, demonstrating how each member's contribution improves the overall strategy and business success (Deana Debara, 2022).

Interviews reveal co-founders anticipate recognition for successes and criticism for mistakes, aligning with democratic leadership traits. Transactional leadership involves setting goals, rewarding achievement, and applying sanctions if requirements are not met (Michigan State University, 2021).

The co-founders emphasize intrinsic motivation and long-term planning in visionary leadership to ensure alignment and focus on future goals. By setting performance benchmarks

and directing people towards common goals, visionary leaders gain support (Institute of Project Management, 2022).

Interview findings reveal co-founders' transformational leadership style, aiming to create a workplace that inspires and encourages team members to reach their full potential. They prioritize nurturing and energizing their workforce, supporting an independent environment that values fresh ideas, creativity, and decision-making flexibility (Michigan State University, 2022).

The interview reveals Ashwa co-founders have different leadership styles, with pacesetting leaders setting high standards for performance, pace, and quality. This approach prioritizes results and expects team members to do the same, but can negatively impact employee motivation and engagement in the long run (Carl Lindberg, 2022).

The co-founders emphasize involving team members in decision-making processes, aligning with democratic leadership style characteristics. They promote collaborative decision-making, equal power distribution, and shared responsibility, encouraging equal participation and compromise (CoachHub, 2022).

The co-founders emphasize the significance of affiliative leadership style, which promotes community, teamwork, and support among team members. Effective communication enhances productivity and organizational success, even in newly established companies (Chaudhary & Dhakal, 2020; Akbar, n.d.).

The interview findings reveal autocratic leadership styles in Ashwa, where leaders exercise control and direction over team members, often without active participation or personal opinions. These styles often rely on punishment, intimidation, and rules to establish leadership (Flynn, 2019).

Table 5.2 Data Clustering for Expected Leadership Style

Sub-Cover Terms	Semantic Relationship	Included Terms
Coaching	Attribute	Directing Showing attitude Exemplifies Giving awareness
Transactional		Reward Evaluation Appreciation
Visionary		Inspiring Motivates Provides foreshadowing of the future
Transformational		Giving awareness to the team that they could do it another way Inspiring Encouraging
Pacesetting		Capacity Set High Standard Work Quality
Democratic		Open discuss to other member 101 session Humble Having many perspectives from many

		people
Affiliative		Teamwork Trust the team
Autocratic		Reliable

The three co-founders prioritize transactional leadership style, emphasizing reward as a powerful motivator. This desired style is not to eliminate previous styles but to maintain and maximize them.

Peter Karacsony (2021) found in his study that small and medium-sized business managers can effectively work in democratic and autocratic leadership styles. Ogbonna and Harris' (2000) studies have shown a connection between transformative leadership and organizational success, motivating followers to work harder and achieve more. However, the appropriate leadership style depends on the company's needs and conditions, making it difficult to determine with certainty.

CONCLUSION

By convincing supporters in a responsible manner, effective leadership raises organizational performance. The ineffectiveness of Ashwa's existing leadership approach has a detrimental influence on growth and scalability. The coaching, transactional, visionary, transformational, pacesetting, democratic, affiliative, and autocratic leadership styles are preferred by the co-founders, with transactional leadership taking precedence..

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