

Do The Intrinsic Leadership Values Work in Three Sector Organizations?: An Exploratory Study

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Abstract - Intrinsic leadership values are based on individual's true values such as honesty, competence, responsibility, caring, sincerity, and willingness to sacrifice. They work beyond the formal authority. At the top of the organizational pyramid, it is not sufficient for a strategic leader to rely solely on authority in leading. They must also portray certain values and characters, which are often called as intrinsic values, as the instrument of leadership. This paper aims to identify the intrinsic leadership values, and to examine whether the common leadership intrinsic values and characters can be implemented in all kind of organization, whether it is private, public, or non-profit organizations. This qualitative research is an exploratory study, using 6 organizations from three sectors in Indonesia as a case study. The paradigm shift of the concept of leadership and the convergence of roles, skills, and approaches have underlined the superiority of values and characters over formal authority. This is an ongoing research, nevertheless, this paper will present some of the early findings and observations.

Keywords - Leadership, Strategic Role, Intrinsic Values, Three-Sectors Organizations

I. INTRODUCTION

Why some people go beyond their professional call of duty: driving things and mobilizing people to move, even without formal authority? What drives people to sacrifice in times of crisis? Why are some people so driven to go through uncertainties for the interest of many? The above questions contain several intertwined themes, including uncertainties, changes, leadership, and practicality. Uncertainty leaves a space for change leadership or initiative and responsibility to drive efforts of improvement that will benefit the environment—whether in an organization, organization's members, or society at large. Della Corte et al. (2017) introduce the value-based leadership, emphasizing the role of values, not benefits, in order to reach the defined objective [1]. Such objectives could be the public services in the public sector, improve corporate performance in the private sector, and improve social services.

On the other extreme, there are people at the leadership position show the bad behavior to the environment. Based on the observation and preliminary research in the 6 organizations, there is always constant struggle between good intention and bad behaviors; between pro and anti-reforms, between proponent and opponent of changes, between those who want to play clean and those who want

to take personal vested interest. In real word, these two side of the coin of the leadership is always exist. Academically, Kellerman (2004) identifies seven types of bad leadership (and followership), in private, public, and non-profit sectors which are 1) incompetent, 2) rigid, 3) intemperate, 4) callous, 5) corrupt, 6) insular, and 7) evil [2]. It is important to note that the leaders always play important role in the organizations, and thus their behavior will determine the values, the performance, and the reputation of the organizations they lead.

As widely known, there are three complementary sectors in the society: 1) state institutions (public sectors), 2) economic and business actors (private sectors), and 3) civil society movements incorporated in non-profit organizations (social sectors). The three sectors must co-exist, act complementarily, and most importantly act as a balancing actor or controlling to each other. The job of "states" is to provide good regulation, enforce laws and regulations, provide protection for citizens, and provide basic needs and services. With taxes collected from economic actors and all citizens, states finance their duties and authorities. The main task of corporations is to become the main driver of economic power, produce goods and services, provide employment, pay taxes, and become a good corporate citizen by implementing good corporate governance principles. An independent civil society's task is to balance the two, aggregating the views of the people, voicing the aspirations of various groups of society, controlling the running of the states and private sectors.

This paper aims to identify the intrinsic leadership values, and to examine whether the common leadership intrinsic values and characters can be implemented in all kind of organization, whether it is private, public, or non-profit organizations. Considering that there is convergence in terms the role, required skills, and approaches of the leaders in the three sector in dealing with their strategic position, this study aim to build the argument. The paper explains the theory of leadership, intrinsic leadership, the role of strategic leaders, and leadership in the tri-sector.

II. LITERATURE REVIEW

A. Leadership

The basic definition of leadership is the ability to influence another person or group of people to do things they want to achieve, voluntarily. Three important keywords to underline are influencing, achieving goals, and doing it voluntarily. Robins (2018) mentions the term "non-sanctioned leadership: —the ability to influence that arises

outside the organization's formal structure — is sometimes more important than formal influence". Therefore, what makes someone a leader is not authority, position, or office. Rather, history and research in the field of leadership have identified leadership with personality, social character, intellect, and attitude. Consistent with Robbins (2018), Kouzes and Posner (2017) explain that leadership is not related to a high position or office. A person who does not have any formal position can act by displaying his attitude and leadership role.

"The truth is leadership is an identifiable set of skills and abilities that are available to anyone. It is because there are so many – not so few – leaders that extraordinary things happen on a regular basis in organizations, especially in times of great uncertainty." [3]

Another important factor of leadership is influence. Several other theories explain that leadership is synonymous with the art of influencing or controlling and directing other people to do their best for themselves [4]. Leadership is not about position or office but instead looks at behavior and actions. As Kevin Kruse wrote in the book "Great Leaders Have no Rules" (2019), leadership has nothing to do with seniority or title; instead, it is the real process of maximizing social influence by trying to achieve a goal. This emphasis is intended to explain that the character and leadership skills have nothing to do with one's formal position or status [5]. Status, position, authority, and formal power do enable a person to carry out his leadership role (influence and mobilize); however, people who have formal status and positions are not necessarily categorized as leaders.

An essential work by Kouzes and Posner (2012) suggested that the top five admired leaders' characteristics are leaders who are honest, forward-looking, competent, and inspiring. The research was done through a survey of over a thousand people around the globe. Kouzes and Posner (2017) continued with the finding that in performing extraordinary practices in organizations, there are five practices of exemplary leadership; modeling the way, inspiring a shared vision, challenging the process, enabling others to act, and encouraging the heart of workers.

Eiege (2007) emphasizes the relationship between leadership and formal authority and how the two factors shape each other. There are strong influences of formal authority, perceived authority, and leadership behavior in the public sector. These dynamics are unfound in the phenomenon of non-for-profit organizations that upholds personal influences more [6]. Eiege's view is supported by Hopkins (2019), with their examination of contemporary leadership development efforts within a human services organization. Burns (1978), reviewed by Kellerman (2010), emphasized that one of the attributes inherent in a leader is power.

To control things – tools, mineral resources, money energy- is an act power, not leadership, for things have no motive. Power wielders may treat

people as things. Leaders may not. All leader are actual or potential power holders, but not all power holders are leaders. (p. 96)

In line with the above view, Salacuse (2006) explains that not having authority does not necessarily mean that a person loses their capacity to become a leader. When strength is interpreted as the ability to convince the occurrence of an action, then that strength can come from other aspects such as knowledge, information, networks, or other things that are more personal in nature. Downey et al. (2011) emphasize that informal leadership sometimes is more powerful and stronger than formal authority [7].

B. Intrinsic Leadership

Exploration of the leadership literature has not found an exact definition of intrinsic leadership. However, a number of scholars explain things that have the same meaning as the intrinsic values of an object. Agar (2001) argues that intrinsic value is the real value of an object, whatever the uses and benefits it can provide to its environment. The comparison of intrinsic value is "instrumental value," which explains the value of an object measured from the benefits agreed upon by the parties. Thus, it can be said that intrinsic value is the true value of an object, not a nominal value or value agreed upon or measured from its use. The intrinsic value of money is measured from the materials and costs of making money, while the nominal value is measured on the basis of the agreement of the authorities who made it.

Build on the definition above; the same understanding perhaps could be applied to the concept of intrinsic leadership. Using the same philosophy and meaning as the intrinsic value of an object, intrinsic leadership is leadership based on true values, noble values, or individual persona's strength such as honesty, competence, willingness to take more responsibility, care to serve the people, sincerity, and sacrifice. Intrinsic leadership works beyond formal authority, which moves followers not based on formal authority or position power that comes from reward and punishment, or the like. With this concept, things fundamentally come from noble values such as honesty, responsibility, big vision, and the desire to contribute to others. Max Weber (1947), in *The Theory of Social and Economic Organization*, calls it as charismatic authority.

In line with the concept of charismatic leadership, Shakeel et al. (2019) explain the notion of ethical leadership as rooted in virtuous acts or behavior. At the very minimum, ethical leaders should possess honesty, wisdom, willingness to acknowledge the mistakes, and opposing unethical practices [8]. Being ethical means promoting morality and ensuring that both the leaders and their followers act beyond their own interest, rather than focusing on society at large [9].

On the other hand, Avolio and Gardner (2005) examine the development of authentic leadership by comparing to other theories and concepts such as transformational leadership, charismatic leadership,

servant leadership, and spiritual leadership [10]. Kouzes and Posner (1995) explain the five sets of the behavior of transformational leaders: challenging the processes, inspiring with a shared vision, enabling others to act, modeling the way, and encouraging the heart. That is why Judge & Picolo (2004) observed that charismatic leadership and transformational leadership theories having many similarities [11]. At the same time, Sharma et al. (2019) introduce the conceptual model for developing ethical leadership. Exploring the characters of the leaders, using the various leadership concepts above, it seems that there are similarities or common characters among the concepts. Could the various leadership concepts and theories lead to the formulation of intrinsic leadership and intrinsic values concepts?. This is the question that will need an exploratory to answer.

The term that is in line with Intrinsic Leadership is Authentic Leadership, which was introduced by Bill George (2003). He defined authentic leaders as those who sincerely have a desire to serve many people through their leadership roles. Their interest is stronger in empowering, strengthening those around them, making improvements; rather than power, money, or other symbolic things. Authentic Leaders [10] are those who carry out their roles with a full commitment to purpose, meaning, and (noble) values. They have the ability to naturally maintain their relationship with their surroundings, as well as being aware of their shortcomings and constantly working hard to overcome them. George further describes authentic leaders as follows:

They are as guided by qualities of the heart, by passion and compassion, as they are by qualities of the mind.... They are consistent and self-disciplined. When their principles are tested, they refuse to compromise. Authentic leaders are dedicated to developing themselves because they know that becoming a leader takes a lifetime of personal growth

If Intrinsic Leadership is related to noble values, Covey's (1990) theory of Principles Centered Leaders provided a reference for discussing intrinsic leadership. What is meant by principles, Covey refers to the terms of fairness, equity, justice, integrity, honesty, and trust. These principles become basic laws that apply universally, which are respected as a foundation in human relations and are valued as noble values in running an organization. As with the term authentic leadership, principle-centered leadership also highly upholds the values of goodness that are universally accepted. Covey emphasized the following:

Principle-centered leadership is based on the reality that we cannot violate these natural laws with impunity, whether we believe it or not. These were proved effective throughout centuries of human history. Individuals are more effective and organizations more empowered when they are guided and governed by these proven principles. (p. 19)

Citing Barton (2012), Lovegrove and Thomas wrote an article in the Harvard Business Review in 2013, introduced the concept of cross-sectoral leadership. Given the complexities of life and organizations today and future, Barton proposes the need to build a leadership capacity which he calls as "Tri-Sector Leadership" -- a leadership concept that reaches the three pillars of life support, namely the public sector, the corporate sector, and the social or non-profit sector. According to Barton, Tri-sector Leaders are those who have the following six characteristics: 1) balanced motivation, 2) transferable skills, 3) contextual intelligence, 4) integrated networks, 5) prepared mind, and 6) intellectual tread. Looking at the characters above, there seems to be a slice between the meaning of intrinsic leadership and the six characters who are tri-sector leaders, which will be studied further.

Complementing intrinsic leadership theory it would be good to pay attention to the Level 5 Leadership concept introduced by Jim Collin (2010). In studies of multinational companies included in the Fortune 500 group, it turns out that not many can maintain long-term performance. Of the few who can survive in the fortune 500 groups, the conclusion is that Level 5 Leaders are described as personal with a paradox between personal humility and strong professional drive. Among the characters of level 5 leaders, among others, are humble, modest, not snobby, and have high ideals.

The exploration towards elaboration on intrinsic leadership values could be related to Immanuel Kant's theory of duty. Kantian ethics stipulates that conditions require a leader to get involved, regardless of the risk, otherwise known as the "call of duty". The construction of the moral law under Kant's deliberation is dependent on the "categorical imperative" that affects everyone. Lee (2015) examined the key elements of personal value literature and values-based leadership's natural problem. He views that there is a strong relationship between value-led leaders and organizational implication and performance. Furthermore, Vinciguerra (2016) coined the term 'selfless leadership' that embraces the principles of empowering people you work with, leading to a productive, achieving and successful workforce.

The following matrix compares the values, characters, and behavior of the five leadership concepts from five scholars for further analysis.

TABLE 1. THE COMPARISON OF LEADERSHIP CHARACTERS.

Most-Wanted Leadership Character (Kouzes)	Principle-Centered Leadership (Covey)	Authentic Leadership (Bill George)	Level 5 Leadership (Jim Collins)	Three-Sector Leadership (D. Barton)
• Honesty • Forward-Looking • Competent • Inspiring	• Integrity • Trust • Fairness • Equality • Justice	• Sincerity • Empowering • Purpose • Meaning • Values	• Personal humility • Professional drive • Modest • Frantically driven • Ambitious	• Balanced motivation • Transferable skills • Contextual intelligence • Broad network • Prepared mind • Intellectual tread

Going back to the original questions: why are there people who are willing to sacrifice for many people? Why are people willing to take personal risks for the greater good? Perhaps the answer is because it is inherent in the values and character of Intrinsic Leadership. Intrinsic leaders are, who take the initiative and responsibility more than most people, acting not because of authority but because of a "call", concern and calling to others; those who carry out their leadership roles based on moral charisma; those who uphold high values such as integrity, justice, duty, and honor. Intrinsic leaders are also committed to building the capacity of those around them, even a generation of leaders whose capacity exceeds theirs. Intrinsic leaders are those who in the history of humanity have made great changes, with legacy beyond their ages and generations.

C. Shifting Leadership Concept to Behavioral Orientation

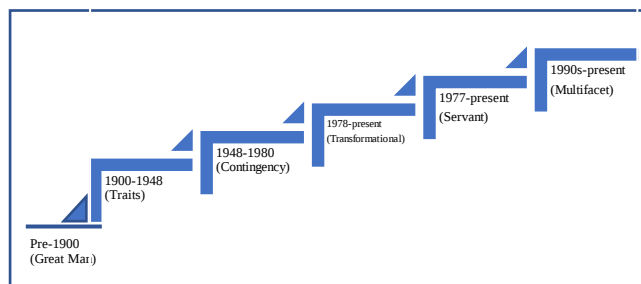
One study on leadership theories divides schools of thought [12], namely: 1) trait models, 2) behavioral models, and 2) contingency theory. Traits model emphasizes that leadership is a personal attribute related to the quality of a person who is naturally inherited genetically, not something that is obtained through the learning and development process. This theory triggers a variety of ways of carrying out leadership duties and functions. This research is based on a behavioral school of thought, which believes that leadership is a behavior that can be learned and developed.

Wart (2003) emphasizes the importance of leadership in managing organizations. In many organizations, effective leadership will produce higher quality results (both goods and services). Effective leadership also tends to create a cohesive work climate, encourages the self-development of many people, and thus results in maximum job satisfaction. In relation to the environment, effective leaders are able to manage stakeholders well, create innovation and healthy dynamics with the environment inside and outside.

Collaboration capacity is also emphasized by Silvia and Mc Guire (2010), as an important element for testing one's leadership capacity, due to the increasing need for collaboration between sectors. Because both organizations work for profit and non-profit purposes, leaders have a strategic role to guide the long-term direction of the organization they lead [6]. Parsehyan emphasizes that there are common elements in the capacity needed when someone leads a business organization (profit oriented) or a social organization (non-for-profit organization).

Wart (2003) conducted an assessment of leadership theories applicable in the public sector. Wart found that the leadership literature is dominated by the perspective of business management and psychology disciplines. Many of the elements of leadership — traits, skills, or behavior — are easier to understand and disseminate; however, a more comprehensive explanation and a model that better describes the elements of leadership in the public sector in particular, are somewhat limited. A compilation of various

mainstream leadership theories and research by Wart (2003) is illustrated in the table below.



Source: [13]

Figure 1. Eras of Mainstream Leadership Theory and Research

There are effective characteristics of leadership in academic, business, and government [14]. They argue that there is overlapping and interconnection characters pattern among academic-business-government leaders. From their study, it was found that there were four common characteristics of all role models studied, both leaders in academia, business and government. The four common characteristics are: integrity, humble, optimistic, and self-goal. Meanwhile, the common basic skills from the three leadership contexts are: communication, networking, people skills, and organizational skills. The rise of behavioral approach and value-based leadership has continued, as many scholars introduce several leadership theories and concepts. The following table explains some of the latest works done by contemporary leadership experts, as describe.

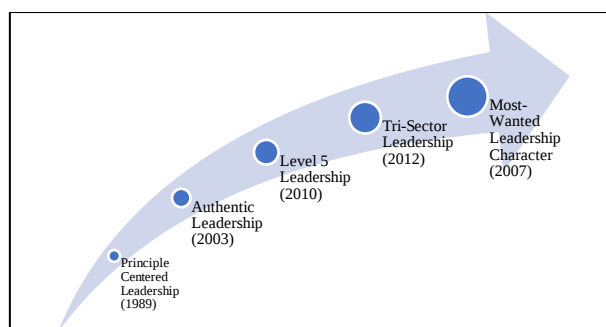


Figure 2. Contemporary Leadership Concepts and Theories

The figure 1 and figure 2 clearly explain shifting orientations of leadership theory and concept, from individual heredity to learnable capability, from task-oriented capacity to a human oriented capability. The elements of behavioral science has become more acknowledged and draw much attention from leadership scholars and experts.

D. Leadership in Strategic Role

Jaleha & Machuki (2018) review relationship between the leadership, the stakeholders and change, through its strategic role and functions [15]. The classical view on the organizational structure is a form of pyramid consisting three layers of organization: operational level, middle management, and top management or known as the strategic level. The higher the rank of managerial and

leadership role, the attentions of the leaders are more toward the future, new opportunities, and external stakeholders for partnership [16]. Coordinating structure, systems, and culture to make sure that all members of organizations align with overall strategy is the role of strategic leaders [17]. It is about managing up and out, instead of managing in and down. Jaleha and Machuki (2018) emphasizes the role of anticipating, envisioning, maintaining flexibility, thinking strategically, and empowering in understanding the job of strategic leaders.

As mentioned by Mohamed (2017), strategic leaders challenge the status quo: “dissatisfied with the current happening and capacities including absorptive and adaptive capacities”. Taking into account the role, the deliverables, and the way the strategic leaders do their business, the guidance to do the work is no longer a rigid business processes or mechanistic systems operating procedures (SOP). Instead, they follow the policies, strategies, vision, mission of the organization which tend to be looser, more abstract and conceptual.

The strategic leaders are the executives who have overall responsibility for an organization [18], which is expected to have different kind of characters and the way they play their roles. The ability to formulate and conceptualize strategies, and communicating them as the approaches to mobilize diverse stakeholders is the key success factor for strategic leaders. It is necessity for the strategic leaders to always be aware of external environment dynamics.

E. Tri-Sectors Leadership

It is often said that the sources of power have experienced disbursement and are no longer in solid boundaries. Therefore, in the end, cross-sectoral leadership is often translated as a “shared-power, no-one-wholly-in-charge world” [19]. The big challenge is how to collaborate between sectors, called cross-sector collaborations, which invoke leaders' capabilities to become cross-sector leaders. Crosby and (2010) asserted that the issues in the public sector and society at large are caused by the complexity and interconnectivity of problems. The contemporary and future challenges can only be addressed with collaborations between institutions.

Collaborators would include governments certainly, but often must include businesses, nonprofit organizations, foundations, higher education institutions, and community groups as well. Leaders and managers in government organizations thus face the need to inspire, mobilize, and sustain their own agencies, but also to engage numerous other partners in their problem-solving efforts [20].

The need for collaboration between sectors suggested by Nara Borges (2010) from the perspective of achieving an organization's social goals. He said that if you want to get the best results in terms of social performance, one of the best ways is three sectors of partnership: companies,

government, and communities [21]. This partnership model, according to Borges (2010), is proven to be especially effective in maintaining long-term performance. Even for corporate organizations, this three-sector partnership reduces the negative socio-economic impact due to their business activities and contributes to solving social problems in the environment where it operates [21].

Barton (2012), once thought that the need for top leaders in each sector to understand the dynamics and complexity of the three interrelated sectors called The Tri-Sector Leaders. Lovegrove and Thomas at Harvard Business Review review that

“These leaders often have prior experiences in each sector and unique abilities to navigate different cultures, align incentives, and draw on particular strengths of a wide range of actors to solve large-scale problems” [22].

Although cross-sector collaboration is necessary and desirable, Bryson et al. (2006) argue that such collaboration is neither easy nor a panacea. However, a democratic society requires understanding and capability to deal with the three sectors' dynamics: public, business, and nonprofit institutions.

In Indonesia's context, leaders who can manage change in various fields effectively are short in supply but extensively demanded. As Ratanjee & Wu (2013) underlined in *Why Indonesia Needs Authentic Leaders*:

By 2030, Indonesia could have the seventh largest economy in the world....Mature, strengths-based leadership in politics and business will be a crucial factor in ensuring the country is ready to take advantage of its potential. The world will be watching Indonesia's leaders. Will they respond in time to catch the rising tide? [23].

Politically, Indonesia is entering a challenging process in terms of democratic transition. In this context, Kartasmita (2013) reminds the need to maintain the highest norms as a part of the consolidation and institutionalization of democracy. Embracing the democratic practices enthusiastically at the beginning of the transition process, the current situation of democracy is facing vulnerability as there is a mismatch between a good democratic procedures and the quality of the actors. Incoherency between the rules of the game and the practices may jeopardize the essence of democracy itself, as there is a risk of misuse and abuse of the democratic rules.

The institutionalization of democratic norms is an important task for democratic consolidation. ...For that, we need good, strong, and committed leadership at all levels of society to bring about those changes [24].

The need to strengthen leadership has dispersed by empowering community groups as underlined by Warren and Visser (2016), who provide the context that

democratization and decentralization are big spaces for the growth of new leaders and thus the growth of various initiatives and changes [25]. This trade is endorsing what Ratanjee & Wu said, that Indonesia will continue to experience a shortage in the supply of leaders who are able to carry out their functions effectively [23]. Meanwhile, Jones & Lasthuizen (2018) provide a perspective that building leadership with integrity in Indonesia (especially the public sector) requires strength and protection from political leadership [26]. A ruinous network that is quite extensive has caused massive integrity damages; thus, a multi-sector collaboration is needed. This is in line with the needs of the Tri-Sector Leaders, consistent with those stated by Barton (2012)

III. METHODOLOGY

This study is qualitative research, using a deductive approach as part of the ongoing theory building. The title of the paper: "Does the Intrinsic Leadership Values Work in the Three Sector Organizations?" represents the research question to respond. The mapping of the prior study through literature review categorizes some keywords including "leadership", "Intrinsic Leadership Values", "Strategic Leadership", and "Leadership in Tri-sector Leaders".

To examine the empirical evidence, the researcher conducted semi-structured interviews with the leaders of the three-sector organizations, consist of two corporations (PT Pertamina (Persero), and PT Indika Energy Tbk.), two public organizations (Badan Rehabilitasi dan Rekonstruksi Aceh-Nias (BRR Aceh-Nias), and Ministry of Energy and Mineral Resources (KESDM)), and two non-profit organization (Indonesian Institute of Accountants (IAI), and Indonesian Society for Transparency (MTI)). To conduct the data analysis, the researcher uses the NVivo application. After conducting the coding of the interview transcript, the next exercise is conducted through the NVivo application to produce the most dominant keywords and themes.

IV. FINDINGS AND DISCUSSION

A. Theoretical Perspective

The literature review finds limited source which provide exact explanation for what is called intrinsic leadership values. However, a number of literatures open broader rooms to understand the concepts of intrinsic leadership and intrinsic leadership values, by identifying and deeply examining the respective leadership elements which have the similar meaning. Charismatic Leader Theory (Weber 1921), Transformational leadership (Burn, 1978), Servant Leadership (Greenleaf, 1977), Ethical Leadership (Greenleaf 1977), Principles-Centered Leadership (Covey, 1990), Positive Leadership (Cameron, 2003), spiritual leadership (Fry, 2003), Authentic Leadership (Bill George, 2003), Level Five Leadership (Collins, 2010), and Tri-Sector Leadership (Barton, 2012) are among the leadership

theories that are being explored to find a common thread associated with its role in driving change.

The study of Authentic Leadership is done by Avolio et al. (2004). They formulate that authentic leaders are those who have high self-awareness about their thinking, behavior, and other's perception. Authentic leaders also uphold the values and morals, knowledge, and strength, and naturally, they are confident, hopeful, optimistic, resilient, and of high moral character. In leading their followers, the authentic leaders [10], showing the characteristics: 1) being true to themselves, not flacking their leadership, 2) not motivated by personal benefit, status, or honor, rather by personal conviction 3) they are original, not copies. Avolio et al. (2004) argue that authentic leadership can incorporate transformational, charismatic, servant, spiritual, or other positive leadership forms.

Although studies on intrinsic leadership have not been widely carried out, the tendency of shifting views and leadership theories that are increasingly behavior-oriented is an open space for the presence of leaders based on intrinsic values. This space is increasingly relevant, especially at the strategic level, because at the top of the organizational pyramid, leadership role orientation must be more directed towards the future, interact with many external stakeholders, requiring the ability to read environmental developments. For that issue, we need flexibility and the ability to move with soft power, a skill that is closely related to the values and character of intrinsic leadership.

Without necessarily over simplifying the concept, the comparation some of the contemporary leadership concept could lead to the initial conclusion whether intrinsic leadership values are applicable in three sectors organization. Kouzes, Covey, George, Collins, and Barton; all of them identify similar values (and characters) of leadership which reflect the honesty (integrity), vision, competency, inspiring, empowering, and ability to manage stakeholders. Although the exact wording is slightly different, but the meaning are actually similar.

Does the Intrinsic Leadership Character works in three sector ?. The literature studies carried out so far indicate the positive answer, particularly for leaders in strategic role. Organizations in three sectors -- the public sector, the private sector, and the social sector -- in carrying out their strategic functions, carry out cross-sector interactions. Referring to Mohamed (2017), Jaleha & Machuki (2018), and Carter & Greer (2013), there is a convergence in the duties and responsibilities of strategic leaders wherever they are. Strategic leaders need the ability to look ahead (visionary), identify new opportunities, collaborate with stakeholders, empower members of the organization, and bring the organization they lead to the next stage.

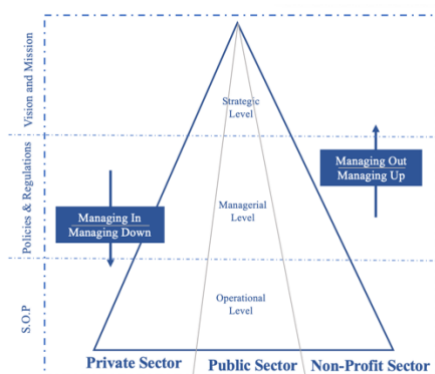


Figure 3. Roles and Skills required in Three Sectors

B. Empirical Point of View

From the practical perspective, the initial finding of the research is quite promising in terms of supporting the literature. The researchers conduct semi-structured interview with the six leaders from three sectors: two leaders from public sector, two leaders from private sector, and another two leader from social sectors. Those leaders taking strategic roles, and heavily involved in the major changes, reforms, and development in each of the organization. The following part is the explanation of the profile and the dynamic of the each organization to put into the context.

1. The Agency of Rehabilitation and Reconstruction Aceh-Nias (BRR Aceh-Nias)

On 16 April 2005, the Government established the Badan Rekonstruksi dan Rehabilitasi (BRR) Aceh-Nias, with the stated mission of restoring livelihoods and strengthening communities after earthquake and tsunami in Aceh and Nias by overseeing a coordinated, community-driven reconstruction and development programed [27]. In the physical achievements of BRR Aceh-Nias, many testified that the slogan "build back better" had been realized. The people of Aceh generally acknowledged that the situation in Aceh after reconstruction is even better than before the tsunami disaster.

2. The Ministry of Energy and Mineral Resources (KESDM)

It was in this atmosphere that President-elect ,Ir. Joko Widodo, initiated his administration to fulfil his campaign promises of resolving the oil and gas mafia issues [28], the Ministry of Energy and Mineral Resources would have to go through significant changes. Apart from reputation matters, the Ministry of Energy and Mineral Resources faced serious problems

in performance. The reforms of the ministry was launched the Performance Monitoring Unit (PMU) was formed to closely monitor so that targets were closely monitored in their implementation. The Oil and Gas Governance Reform Team was formed to provide an independent review and provide recommendations for improving the management of the oil and gas sector [29].

3. PT Pertamina (Persero)

PT Pertamina (Persero) is the largest state-owned companies with the business of oil and gas covering upstream, middle-stream, and down-stream activities. PT Pertamina (Persero) carried out a fundamental transformation and the Company's business on July 20, 2006 by changing the Company's vision, namely, "to become a world class national oil company" [30]. The scope of transformation from upstream to downstream business (Harinowo, 2008) including production cost efficiency programs, processing costs, and fundamental improvements to the appearance and service of Pertamina gas stations [32]. The company's internal management functions were also restructured, including corporate planning, information technology services, human capital management, supply chain management, corporate secretary and corporate communication.

4. PT Indika Energy Tbk.

PT. Indika Energy. Tbk is one of the leading integrated energy company which handling businesses in energy resources, energy services, and energy infrastructure. After going public in 2008 [33], Indika energy decided to go through a corporate transformation, departing from a family owned business into a professionally managed business entity, aspiring to adopt global best practices. A number of initiatives were undertaken, including structuring the corporate structure, managing subsidiary management, IT systems and accountability, governance, human capital management, and leadership talent pool.

5. Indonesian Institute of Accountants (IAI)

The Indonesian Accountants Association (IAI) is the accounting profession organization established in 1954. In 1996, the Indonesian Accountants Association (IAI) began organizational transformation with the aim of making the association's management professional, towards global best practices [34]. Various fundamental aspects of professional management are addressed including: Professional Accountant Certification Examination, structuring of Standard Setting process, Issuance, Obligation of Continuing Professional Education (CPE) for members (www.infobanknews.com, August, 2020), and

improvement of fund raising management and internal management system.

6. The Indonesian Society for Transparency (MTI)

The Indonesian Society of Transparency (Masyarakat Transparansi Indonesia/MTI) was founded in 1998 as a response to the political reform movement. In the first five years of MTI's journey, it takes many strategic initiatives including the studies for the establishment of an Independent Anti-Corruption Agency (KPK), reforms of Supreme Audit Body (BPK), establishment of Constitutional Court (MK), and constitution amendments related to the governance.

Listening to the leaders during the interview, it is very clear that there are risks embedded in the role and their involvement in those initiatives. Rehabilitation and Reconstruction Aceh and Nias have to be done when military conflict and separatism still exist. There are traditionally many strong stakeholders with a vested interest at the Ministry of Energy and Mineral Resources. Transforming Pertamina faces political pressure from many different stakeholders and uncertain support from the political leaders. In the case of Indika Energy, even though this is a private company, the office politics as the legacy is not less challenging to face. On the other hand, driving reforms through non-profit organizations such as MTI and IAI required high-level initiative and energy because of their limited internal resources.

From the initial interview and exploration, the researcher draws some findings, including the following:

- All interviewed leaders were involved in the strategic initiatives in the six organizations, by the name of organizational changes, transformations, reforms, or developments
- The leaders play strategic leadership roles in terms of envisioning, motivating changes, developing new leaders, managing transitions, and managing stakeholders
- Among the leaders being interviewed, there are those who have career mobility among the three sectors; which make them having exposure to the dynamics of the three sectors
- The changes, transformation, reforms, and development naturally face risks or uncertainties, political pressure, and the need to sacrifice.
- With regard to the leadership values and characters, interviewees mentioned a number of similar keywords and themes, which will be visualized in the following section.

The interviews are consider as the initial exploration. Based on the data analysis using the NVivo application, the researchers find similarities of the key words and theme mentioned by the interviewees. The following parts of the paper will be explaining hierarchy charts produced by the NVivo application to visualize the pattern of dominant key words or themes, specifically on the leadership values.

The first hierarchy chart show the pattern of the keyword and theme on the leadership values and characters in the public sectors (BRR Aceh-Nias and KESDM) as the following:



Figure 4. Hierarchy Chart of Public Sector

Looking at the above chart, the key words of vision, trust, integrity, developing new leaders, confidence, and communication change (to the stakeholders) are the six most dominant theme mentioned by the public sector leaders. The other dominant keywords are balance motivation, strategic thinking and accountability; which is considered as logic as the public sector requirement.

The second chart show the pattern of the keywords and themes on the leadership values and characters in the private sector (Pertamina and Indika Energy) and follows:



Figure 5. Hierarchy Chart of Private Sector

Leaders in private sectors mentioned vision, teamwork, integrity, developing new leaders, trust, spiritual, and response to the environmental change (stakeholders orientation) as the most dominant keywords. While other keyword such as facilitator for change, innovation, motivated agent of changes, and prepared mind are mentioned as the theme to meet the he private sectors requirement in delivering change or transformation.

The third chart explain the pattern of the keywords and themes on the leadership values and characters in the non-profit organization or social sector (IAI and MTI) as displayed in figure 5. The below chart show the most dominant keywords or theme mentioned by leaders in the social sectors are vision, trust, transparency, teamwork, succession plan (developing new leaders), and

network development (managing stakeholders). It is interesting to see the motivating leaders, integrity, initiative, and courage, and communicating changes are not as dominants in two other sectors. The logic behind this phenomenon could be, that the social sectors organization is driven by movement and volunteerism spirit, which those values are already embedded in the culture of the organizations.



Figure 6. Hierarchy Chart of Non-profit Sector

From those three charts, it is clear that there are similarities on the values mentioned by the strategic leaders. The 8 most frequent mentioned key words and themes from the three chart are: 1) vision, 2) trust, 3) integrity, 4) developing new leaders, 5) transparency, 6) team work, 7) role model, and 8) managing stakeholders. It is clear that consolidating of the three charts create the similar chart, which confirming the 8 most-dominant key words and theme. The following is the consolidated hierarchy chart:

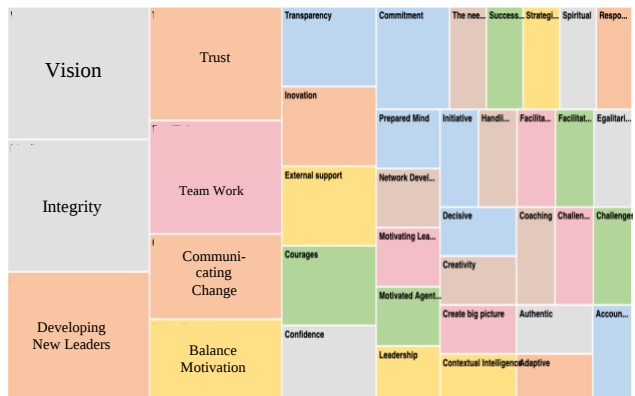


Figure 7. Consolidated Hierarchy Chart of Three Sector

As far as the leadership values and characters, the semi-structured interviews provides initial evidences that the three sectors require the similar values and characters. However, this early finding should be supported by other evidences. The triangulation need to be done to produce supporting perspectives from as many different angles. The deeper interviews, focus group discussions, and

getting insights from the experts are among the techniques to enrich the evidences.

Back to the question: “Does the Intrinsic Leadership Values Work in The Three Sector organization?”. The empirical exercise of the question has confirmed the theoretical perspective. Form the keyword and theme explained on the leadership values and characters, both the theoretical perspective and the empirical point of view show the similarities. This initial finding would be very important piece for the theory building process, in continuing the study.

V. CONCLUSION

The evolution of leadership thoughts and theories has illustrated a shift that increasingly leads to behavioural aspects. The figure of a previously defined leader as a great man (person-oriented) has shifted to become more system-oriented and institutionalized, recently reinforcing the view that leadership is behaviour. Recent studies have instead emphasized the authenticity of leaders as “powerful leadership approaches”.

It is in this context that the concept of intrinsic leadership values and character becomes increasingly relevant. Intrinsic leadership is based on noble values such as integrity, competence, vision, ability to move, acceptability, and the like. Suppose someone has the values and character above. In that case, their behavior will reflect the values and character that cause them to be accepted as leaders, even though they do not have formal authority or position. This phenomenon answers the very first question: why some people go beyond their professional call of duty.

It is realized that the intrinsic value and character of leadership could be developed based on noble values and ideals. Application in three sectors (public, private, and non-profit), especially in strategic leadership roles, require flexibility, long-term orientation, and broad networks. However, there are challenges that must be considered ahead, namely the fact that the world is moving towards materialism and pragmatism. There will be a gap and maybe a battle of views between experts who prioritize intrinsic values and extrinsic values. This gap opens opportunities for the future research area.

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