

Airport Company Leadership Communication Style as A Coach in the Era of Change

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ABSTRACT

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This article describes an adaptation of the leadership communication style in the pandemic era to maintain business continuity. The analysis uses the theory of change, organizational communication, and leadership. The method used is a case study with a qualitative approach where data mining is carried out through in-depth interviews, observation, and documentation. The study results concluded that the leadership style applied as a communication pattern as a coach with employees to maintain business continuity. Through this pattern, the nature of the partnership with employees is well established. This research has implications for efforts to prioritize the leader's communication competence as Coach leadership style in implementing changes during the Covid-19 pandemic. The study results show that the role of the leader as a Coach can raise employee awareness to understand and accept changing conditions and have a commitment to take actions that can maintain the company's business continuity.

SARI PATI

Artikel ini menjelaskan suatu adaptasi gaya komunikasi kepemimpinan PT Jasa Angkasa Semesta di era pandemic agar keberlangsungan bisnis terjaga. Analisa menggunakan Teori perubahan, komunikasi organisasi, dan kepemimpinan. Metode yang digunakan adalah studi kasus dengan pendekatan kualitatif dimana penggalian data dilakukan melalui wawancara mendalam, observasi, dan dokumentasi. Hasil penelitian menyimpulkan bahwa gaya kepemimpinan yang diterapkan adalah pola komunikasi sebagai as Coach dengan karyawan untuk menjaga kelangsungan usaha. Melalui pola ini sifat kemitraan dengan karyawan terjalin dengan baik. Penelitian ini berimplikasi pada upaya mengedepankan aspek kompetensi komunikasi dengan gaya kepemimpinan Leader as Coach dalam melaksanakan perubahan di masa pandemi Covid-19. Hasil penelitian menunjukkan peran Leader sebagai Coach dapat membangkitkan kesadaran karyawan untuk memahami dan menerima kondisi perubahan, dan memiliki komitmen untuk melakukan tindakan yang dapat mempertahankan kelangsungan usaha perusahaan.

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INTRODUCTION

The consequences of the Covid-19 pandemic have made us realize the importance of managing change in all organizations. Leaders must have the ability to adapt to various modifications, both natural and extreme because changes from various destructive aspects can hinder the organization's business continuity. As we feel, there has been a radical overhaul due to the Covid-19 pandemic that has lasted for almost two years to organizational governance (M Gajjar & J Parmar, 2020). This disease has caused many people to contract and die during this time. This condition impacts the business sector, whose operations require direct interaction with stakeholders such as land, sea, and air transportation, especially in aviation services, Ground Handling and Cargo Handling. Due to global travel restrictions, these conditions reduce the company's activities and operations, forcing airlines to reduce flights or suspend operations for an unknown period. (Ramkissoon, 2021)

The effect of the Covid 19 pandemic on the decline in corporate income is a challenge for corporate leaders to face and pass these changes. Currently, organizations operate under the influence of a dynamic, competitive, and challenging global environment (Allen et al., 2013). When the global business environment continues to be uncertain, complex, and ambiguous, organizations must be ready to initiate and manage change (Amagoh: 2008). The change affects all organizations, the dynamics of the external and internal environment can trigger requirements for change (Spector: 2007). External environmental impacts and shifts between life cycle stages can lead to organizational change (Burnes: 2004) defines organizational change.

The human ability to adapt is tested when facing various changes that occur in a speedy time, Alvin Toffler, (Future Shock, 1970). Paul A. Argenti (2010: 40) states that the business environment is constantly changing, and organizations need to adapt and modify their behavior, as expressed through their communication systems will determine business

success, especially nowadays, organizations operate in a dynamic, competitive, and challenging global environment (Allen et al. 2013). When the global business environment continues to be uncertain, complex, and ambiguous, organizations must be ready to initiate and manage change (Amagoh: 2008). External environmental impacts and shifts between life cycle stages can lead to organizational change (Burnes: 2004) defines organizational change.

In extreme change like this, a leader is needed who can cope with change, set direction, align people, motivate and inspire, keep people moving in the right direction, even though the main obstacles to change often arise, such as when it comes to human needs, values. And emotions (Kotler, 1999). Gibson (1977) defines leadership as an attempt to use a style of influence and not force to motivate individuals to achieve goals (Muwafik Saleh: 2016: 19).

Leaders need to manage communication to run an organization during this pandemic conditionally; Bovee & Thill (2007: 4) emphasize that organizational success, whether it is an organization engaged in business or social, is by communicating with employees to achieve targets that have been completed. Determined by the company, Gibson (1977).

The management of PT Jasa Angkasa Semesta (JSA) has taken situational actions related to operations where 80% of businesses are in the field that directly interact with customers. There is turmoil in the area, but with an exciting approach, it can be handled by providing an understanding through several communication actions with a communication style that can foster positive perceptions. This research aims to fill this gap by reviewing and critiquing existing communication approaches in studies on organizational change.

Literature Review

The research that will be conducted compared

to the above analysis focuses on analyzing the ability of company leaders to extreme change as shown by the ability to manage business continuity in times of uncertainty due to the Covid-19 Pandemic. Management of this uncertainty is built through leadership communication skills based on Coaching so that with existing limitations, the company's business continuity can be maintained.

Organizational Communication

Organizational communication can be defined as the performance and interpretation of messages between communication units in hierarchical relationships and functions in an environment. " According to Argenti (2010: 31), As a substitute for speakers, effective organizational communication is related to the organization itself is mainly in terms of a) determining goals for certain communications; b) deciding what resources (money, people, time) are available to achieve these goals; c) diagnosing the reputation of the organization.

Organizational communication must consider at least 2 (two) fundamental concepts, namely organization and communication. R. Wayne Pace, Don F. Faules, (2018: 3). Arni Muhammad (2002: 67) argues that corporate communication is exchanging messages within an organization and is influenced by its internal and external environment. So an organization is an institution that is formed to start the communication process. On the other hand, Suranto Aw (2018: 99), organizational communication activities can be carried out in a formal or non-formal setting. Bove and Thill (2007: 9) explain that proper communication, ideas, and information flow along the line of command (hierarchical level) in the organizational structure, whereas non-formal communication, the process of delivering and receiving messages that take place informally and is not tied to channels -The formal bureaucratic channels available within the organization.

Leaders need to have communication skills; Tubbs & Moss (2001: 192) emphasize that the quality of

communication in the organization is related to overall performance. One of the skills needed is listening skills which consist of elements of listening, paying attention, understanding, responding, and speaking and questioning skills, such as calm and polite expression of questions, express questions briefly and clearly to maintain the atmosphere of the conversation, be prepared to listen to answers positively.

Suranto Aw (2018: 107) said that there are 3 (three) communication techniques, namely informative, persuasive, and creative. Informative communication is directing communication activities to disseminate information, persuasive communication. Hovland, Janis, and Kelly (in Tan, 1981: 93) define persuasive communication as a process in which a person (communicator) delivers stimuli (usually with language symbols) to influence people's behavior other (communicant). Sastropetro (1988: 246) argues that persuasiveness means persuading, seducing, and appealing or the like is to stimulate someone to do something spontaneously, happily, voluntarily without feeling forced.

Leadership as a Communication Competence

A leader inspires positive and processual change by empowering those around them to work towards common goals. (Bucăța & Rizescu, 2017) The primary aspect that a leader must have to do this is communication. (Luo et al., 2016) (de Vries et al., 2010) Effective communication is the best way to earn trust, align efforts to pursue goals, and inspire positive change. However, low communication competence means that important information can be misinterpreted, which can cause relationships to break down and, in turn, create barriers that hinder progress.

Essential leadership functions and responsibilities are always assumed to be related to strategic planning/thinking activities. Communication competence and leadership styles are two perspectives through which we can examine

supervisor behavior and its impact on employee outcomes (Mikkelsen et al., 2015). Each view on the concept of strategy presupposes specific assumptions about the task of leadership, especially regarding the emphasis on controlling, guiding, or shaping the organizational environment. One more way to wrestle the difference (and similarity) between strategic thinking and leadership is what it is. Particular leadership perspectives are emphasized in the «strategic» process. Fairholm (2004a) offers a classification of five leadership perspectives drawn from examining the practices of local government managers.

1. The first leadership perspective is Leadership as Management (Scientific). The underlying strategic assumption is that the organization and its leaders need to control chaos to be predictable, verified, and routable processes and outputs are the norms. This perspective focuses on planning efficiency strategies.
2. The second perspective is Leadership as Management of Excellence, which assumes, as above, that the leader must control the chaos. The difference lies in focus on process improvement and employee participation to help develop strategic plans to prevent organizational turmoil and confusion.
3. The third perspective is leadership as a Value Transfer activity. This perspective relates strategic thinking to the values of others so that they support and implement organizational goals. In this way, strategic thinking is assumed to influence chaos (thus shaping how corporate actors participate) rather than controlling it.
4. The fourth perspective is Leadership in a Faith Culture. The leader's goals (and related activities) are to encourage and maintain mutual trust to act wisely and independently to achieve common goals. This perspective assumes a systems approach and focuses on embracing chaos to create an environment to achieve desired goals.
5. The final perspective is the whole spirit of leadership (spiritual). Right in the non-control

camp, this perspective emphasizes strategy think as high as possible to develop the best in others to lead themselves (and others) in the right direction to reach the right goal. This is perhaps the last incarnation of embracing the order inherent in the absolute chaos of strategic thinking approaches.

The Theory of Stages of Change

The relationship between communication and organizational change has attracted increased attention from scholars and practitioners during the last decade.(Ed et al., 2014) Repeatedly, scholars have stated that communication and change is a subject field that is very important to develop. Change is often driven by conditions in the surrounding environment but is also triggered by needs within organizations.(Al-Omar, 2020) The dynamic and global environment in which modern organizations operate is imprinted by increasingly keen competition. According to systems theory, a prerequisite to survive is to scan and adapt to the environment continually. To cope with competition, technological developments, and customer demands, managers seek different solutions and tools to manage unstable, rapidly changing and never predictable situations. (Çetin et al., 2012)

Kurt Lewin (1951) explained the foundations for the stages of change experienced by every organization that makes changes. The passed settings require thorough strategies and preparation for the success of organizational change so that they are interconnected between stages and achieve the success of the intended changes. Organizational change adaptation includes three steps. Namely unfreezing, change, and refreezing. In the unfreezing location, as the initial stage of making changes, a strategy is needed to prepare for the change itself. At this stage, a leader is required who can prepare all the existing resources in the organization. This preparation aims to support the ongoing process of change and minimize resources deemed capable of weakening it. At this stage, the role and communication skills of the leader are fundamental

as an organizational communication strategy. This is to create a conducive organizational climate in preparing for adaptation to change itself. In addition, at the stage of change, the changing transformation that runs the role of the leader is to convey messages as correct and precise information. Refreezing is the final stage of adaptation, namely when the changes have been implemented and towards re-standardizing all new values and behavior.

Leadership Theory

Leadership is broadly defined as a social process that influences individual or group behavior to achieve common goals (Hoy & Miskel (2013: 426), according to Akh. Muwafik Saleh (2016:8) Henry Fayol in the book *Organizational Behavior* (2001: 5) says that «Leaders carry out five management functions: they plan, organize, govern, coordinate, and control». The 5 (five) functions include the leadership component. Hersey & Blanchard, Husaini Usman (2019: 3), developed a situational theory which has an understanding that effective leadership is a leader who uses his leadership style according to the situation, by combining task behavior analysis and relationship behavior, so that four leadership styles are obtained, namely, telling, selling, participating and delegating in Situational Leadership Theory. Leadership Style in Situational Leadership Theory can be described by perceptual mapping based on quadrants

- a) Quadrant I, when subordinates have a low level of commitment and low competence, the effective style used by the leadership is directing or instructive with communication patterns providing support and task direction.
- b) Quadrant II, where subordinates have adequate competence but commitment or motivation to carry out their responsibilities is still low. In this case, the leadership communication pattern is coaching with a lot of support and little direction.
- c) Quadrant III, a condition where subordinates have high commitment and high competence (skill). For this situation, the effective leadership style is delegation and communication patterns

with little giving direction and support. However, it still needs to pay attention to both the task and relationships between individuals by controlling or supervising.

- d) Quadrant IV, the condition of a subordinate with a high level of commitment to perform organizational tasks but not accompanied by adequate competence. In this condition, the suggested leadership style is consultative.
- e) Leadership in times of crisis causes several problems for individuals to achieve organizational or company goals. At the same time, they must face their problems caused by the change itself. The coaching approach is a way that can be used to facilitate people by facilitating them to support and accelerate the process of setting and achieving work-related goals (Megginson & Boydell 1979, Grant 201 4). In the opinion of different scholars (Kelley et al. 2005; Connor and Pokora 2007; Garvey et al. 2009; Cox et al. 201 1; Audet and Couteret 201 2; Cox 201 3; Bozer et al. 2013; Page and de Haan 20 14), Coaching can encourage sustainable organizational change.
- f) Leader as Coach Leadership is how leaders use coaching in interacting and communicating with their subordinates. The International Coach Federation (ICF), a world coaching organization founded in 1995, defines Coaching as: “The partnership between coaches and individuals is formed through a creative, conversational process to maximize their personal and professional potential.

METHODS

This research uses a case study method with a qualitative approach. A case study is a research method that uses various data sources that can be used to research, describe, and explain comprehensively multiple aspects of an individual, group, program, organization, or event systematically, Rahmat Kriyntonu (2006: 65). Moreover, through research questions «how» and «why,» the substance in the case under study can be explored in depth. Thus, case study research

is appropriate to use in explanatory research, namely research intended to explore explanations of causality or the causes and effects of the object under study (Yin, 2005).

Like Stake (2005) and Creswell (1998), Yin (2009) argues that case study research uses multiple data sources to reveal the facts behind the cases studied. The diversity of data sources is intended to achieve data validity and reliability so that the research results can be trusted to be true. Facts are achieved by examining the relationship between evidence from several data sources: documents, recordings, observations, open interviews, focused interviews, structured interviews, and field surveys. Besides the facts that support the proposition, facts that are contrary to the proposition are also considered, to produce a balanced analysis, so that the objectivity of the research results can be maintained.

Primary Data

This research's primary data collection technique is in-depth structured interviews with informants or research sources. In particular, the interview questions were developed based on research instruments obtained from existing theories. Furthermore, secondary data is obtained through intermediary media or indirectly from informants. In general, it should be noted that secondary data can be from literature studies, photo documentation, articles, relevant internet media, and journals or official documents. The collection technique used is in two ways, namely: in-depth interviews and observation. The choice of this interview form is because the informants who were considered necessary in the research, the informants not only gave information about it, but also could provide advice about other sources of evidence that support it..

RESULTS AND DISCUSSION

Leader as Coach.

The results showed that the Covid-19 pandemic impacted a sharp decline in company performance during the last 4 (four) months, March to June

2020. This situation then caused company leaders to make quick decisions in the interests of the company's business continuity. In a crisis, the leadership element in leading business continuity is essential and determines, as explained by Sudarmo, 1996, leadership inactivity is influenced by 3 (three) variables: the leader, followers/subordinates (the person being led), and the work situation. According to Kenneth Blanchard 1995, in situational leadership theory, it is explained that in some instances, leaders use communication patterns through coaching with a lot of support and little direction.

Leader as Coach leadership style is practiced by leaders in the Covid-19 pandemic, where the way to interact and communicate with employees uses Coaching. Coaching is a partnership relationship between coaches and individuals woven through a creative process to maximize their personal and professional potential.

ICF stated that each coach must master 11 (eleven) existing competencies to become a professional coach. These eleven competencies are grouped into 4 (four) large clusters:

A. Setting the Foundation

1. They are meeting ethical guidelines and professional standards. The coach understands ethics when conducting Coaching (coaching ethics) and the applicable ICF standards and can apply them in every coaching session that is carried out.
2. It is establishing the coaching agreement. Have the ability to understand what is needed in a coaching interaction and agree with the client regarding the coaching process that will be carried out.

B. Co-creating the Relationship

1. Establishing trust and intimacy with the client. The coach's ability to be able to create a comfortable coaching atmosphere and support the coachee so that it builds mutual trust and respect
2. Coaching Presence. Ability to attend and

build spontaneous, open, flexible, and confident relationships with clients.

C. Communicating Effectively

1. Active Listening. Ability to focus entirely on what the client said and did not say, understand the meaning of what was said in the context of client problems, and help clients express themselves.
2. Powerful Questioning. Ability to ask questions that reveal the information needed to get maximum benefit for the coaching process and the client.
3. Direct Communication. Communication effectively between coaching sessions and using the language has the most significant positive impact on clients.

D. Facilitating Learning & Results

1. They are creating awareness. The ability to integrate and accurately evaluate and interpret multiple sources of information helps clients gain awareness to achieve mutually agreed results.
2. Designing Actions. Ability to create a continuous learning process, during the coaching process and in work/life, and to make the most compelling new actions that will lead to agreed coaching outcomes
3. Planning & Goal Setting. Ability to create and maintain effective coaching plans with clients.
4. Managing progress and accountability. Ability to keep the client's attention on what is essential and assign responsibility to the client to carry it out

Communication Approach during the Covid-19 pandemic

Communication is a means for someone to interact with other people. The company is a gathering of several people or employees who interpersonally carry out the communication transaction process to achieve several interests to attain the company's goals. Therefore company leaders make a series of decisions to make changes during a pandemic to maintain the company's business continuity. Little

John 200, that the relationship (relationship) is the heart of interpersonal communication while the decision making (decision making) is the center of the group community. Researchers conclude that the relationship between communication and leadership in companies during this pandemic will significantly determine the success of companies in adapting to change. The company has successfully maintained its business, even bouncing back after the pandemic ended if communication between members runs harmoniously.

Leader as Coach at PT Jasa Angkasa Semesta uses communication to build harmonious relationships and contact Coaching when disseminating company decisions and policies. This is a critical factor in the success of companies implementing change adaptation.

Competitive advantage for business continuity

Adaptation to changes made by companies can be a competitive advantage during the Covid-19 pandemic. Michael Porter 2013 explained that the notion of competitive advantage is the ability obtained through the characteristics and resources of a company to have higher performance than other companies in the industry or the same market, Michael Porter's 2013 explanation, it can be concluded that the ability and communication skills of a leader as Coach is one of the resources (resource base) owned by the company in facing competition during the Covid-19 pandemic, then added by making Defensive. Offensive strategies can open opportunities for companies to take action to review their business processes so that the company can compete. Michael Porter 2013 said the competitive advantage strategy that businesses can do is to become the lowest-cost producer in the industry, to create a different business and only one or only a small number in the market or it can also provide a premium price for the value of additional goods for consumers. After that, the company takes action to review its business processes so that the company has the ability to compete. Michael Porter 2013 said the competitive advantage strategy that

businesses can do is to become the lowest-cost producer in the industry, to create a different business and only one or only a tiny number in the market or it can also provide a premium price for the value of additional goods for consumers.

MANAGERIAL IMPLICATIONS

Leader as Coach communication model.

Researchers created a communication model carried out by Leader as Coach in implementing change adaptation during the Covid-19 pandemic, as seen in the image below. Researchers created a communication model carried out by Leader as Coach in implementing change adaptation during the Covid-19 pandemic, as seen in Figure 1.

Based on Figure 1, it can be explained that:

1. The Covid-19 pandemic indirectly caused a decrease in the level of company opinion due to the decrease in the number of flights served by the company.
2. Adaptation to change is the effect of actions taken by companies from the Covid-19

pandemic by considering problems and opportunities for innovations in the Operations Unit and Support Unit.

3. Leader as Coach, as a leader and coach of employees to adapt to changes by involving employees.
4. Communication through Coaching by asking more questions instead of instructions and listening to answers given attentively and respect influences employees to realize the meaning of adaptation to changes that are taking place. Communication is held in a face-to-face manner or using an online meeting application based on a harmonious relationship
5. Employees understand, accept, and commit to adopting these changes to maintain the continuity of the company's business.
6. Business continuity is the result of the actions of employees.

CONCLUSION

Communication Coach as Leader in implementing change adaptation at PT. Jasa Angkasa Semesta

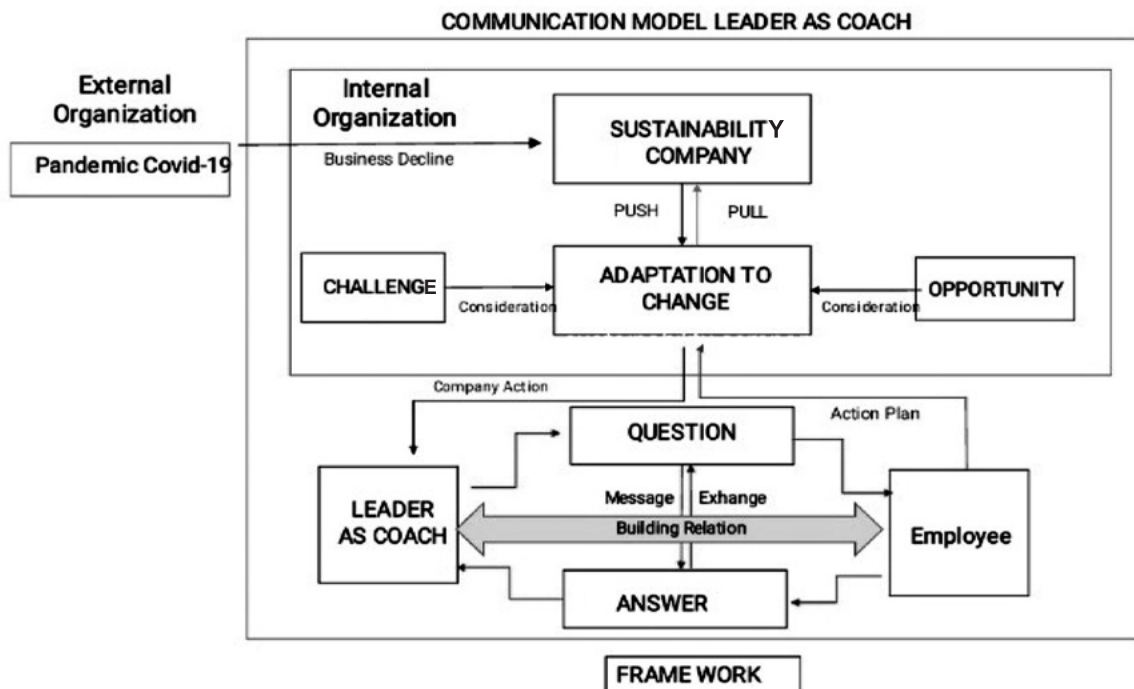


Figure 1. Leader as Coach Communication Model during the Covid-19 pandemic

Tbk, which is engaged in ground handling and cargo handling services during the Covid-19 pandemic, produced the following conclusions:

The leader as a Leader as Coach carries out the function of guiding employees to implement the company's adaptation through open, honest, and empathetic communication so that employees maintain morale, enthusiasm, and motivation to be actively involved in maintaining the continuity of the company's business.

The leadership function is implemented through a partnership or partnership approach through coaching in organizational communication.

The creativity of online messages is maximized when communicating through online meeting

applications to plan, organize, mobilize, and supervise employees who work at home or work from home and meetings between units as coordination work daily in high spirits to achieve goals.

Leader as Coach is a resource base owned by a company that can be a competitive advantage during the Covid-19 pandemic.

Employees understand and have the same meaning about adaptation to change due to communication made by the leader as a Coach. Employees are committed to implementing change adaptation to maintain the continuity of the company's business. ■

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