

Analysis of Transformational Leadership Characteristics of Cimahi Regional Head, West Java, Indonesia and their Implication for Subordinates Commitments in Achieving Organizational Goals



Idi Jahidi

Abstract: Leadership as a leader factor can influence in moving employees to achieve organizational goals. In this study examines the problem of how the characteristics of transformational leadership and the extent of its impact can foster employee commitment to achieve organizational goals. By using qualitative research methods, it is expected to be able to discuss issues that are examined more broadly and in depth. Based on the research method, it can be explained that the transformational leadership characteristics of the Regional Head of Cimahi City, West Java, Indonesia through ideal influence, inspirational motivation, intellectual stimulation, and individual consideration can foster employee work commitment in achieving organizational goals. The Cimahi Regional Head in his transformational leadership is able to correlate and integrate transformational leadership characteristics (ideal influence, inspirational motivation, intellectual stimulation, and individual consideration). The regional head can build and grow the work commitment of subordinates, even exceeding what is expected, which has innovation and creativity in achieving organizational goals.

Key Word: Transformational Leadership, Jobs Commitment, Head Government, and Organizational Goals.

I. INTRODUCTION

In realizing broad, real and responsible regional autonomy, local governments prioritize public services and improve welfare. Consequently, local governments must reform various components of the government system based on the principles of regional autonomy.

In realizing these reforms, local governments are trying to prepare professional work units that are able to provide

optimal public services by providing facilities, processes that are fast, effective and efficient, and accountable. The ability of these minimum standards is very important to achieve organizational goals.

The objectives of the Cimahi Government, West Java, Indonesia are stipulated in the Cimahi Government's Medium-Term Development Plan, namely: (1) Improving economic facilities and employment; (2) Improving the quality of education and health; (3) Improve enforcement of the legal structure; (4) Improve infrastructure; (5) Control the development so that it is environmentally friendly; and (6) Enhancing partnerships with the business community.

Many factors affect the achievement of these goals. One of them is determined by the leadership of the Regional Head of Cimahi, West Java, Indonesia, which is able to mobilize and direct all resources in achieving organizational goals.

The Leadership of the Regional Head, Cimahi, West Java, Indonesia is expected to be able to build a joint commitment between leaders and employees. A shared commitment will make it easy, build teamwork, and ease the workload, so that goals can be optimally achieved. Furthermore, the leadership of the regional head can motivate, provide trust and authority in carrying out work tasks, because it already has a foundation, namely commitment.

Based on the above research background, the formulation of the problem in this study is the transformational leadership of the Cimahi Regional Head, West Java, Indonesia. Transformational leadership of regional heads as one of the factors in achieving organizational goals. The problem to be investigated is: how the transformational leadership of regional leaders build work commitments, so as to mobilize employees in achieving organizational goals.

II. RESEARCH METHOD

This research uses a qualitative approach, so that it can gain a deep understanding of the problem under study (Cresswell, 2007). In this case the researcher wants to gain an in-depth understanding of the transformational leadership of the Cimahi Regional Head, West Java, Indonesia, thus emphasizing the process, which can comprehensively explain the leadership of the regional head.

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* Correspondence Author

Idi Jahidi, Lecture of Entrepreneurship Department, Binus Business School Under Graduate Program, Bandung, West Java, Indonesia, E-mail: idi.jahidi@binus.ac.id

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The instrument in this study was the researcher himself. In this context, researchers must be critical, sensitive, and integrated with the research object. The technique used is observation which is complemented by in-depth interviews with key people, and understanding the leadership problems of the Cimahi Regional Head, West Java, Indonesia.

Data processing begins with observational notes, theoretical notes, and methodological notes. Data testing, carried out to measure the validity of the data with triangulation techniques: check, double check, and crosscheck from the data obtained. Furthermore, it can be interpreted by incorporating existing concepts or theories.

III. TRANSFORMATIONAL LEADERSHIP CONCEPT

The basic theory used in this research is transformational leadership. Bass (1985, 2006) builds transformational leadership theory based on Burns (1978) initial ideas. According to Bass, the level of transformational leaders is measured by the relationship between the effects of leaders on employees, including: trust, admiration, loyalty, and respect for employees to leaders. Employees are also motivated to do more than they expect. In line with Yukl (2010) opinion, transformational leadership changes and motivates employees by: (1) making employees more aware of the importance of work; (2) encourage employees to care more about the organization rather than their personal interests; and (3) to enable their needs to a higher level.

Transformational leaders can encourage employees to exceed set goals, and have higher organizational performance. Transformational leaders also tend to have employees who are committed and are satisfied with their leadership. In addition, transformational leaders empower employees to pay attention to their personal needs and development to be able to develop their leadership potential.

According to Bass (2006) and Hawkins (2011) subordinate commitment is the behavior of trying to: (1) concept, in this case, transformational leadership can influence subordinates to improve self-concept and self-confidence to organize and carry out work tasks to achieve goals determined; (2) trust in leaders, in this case, the trust and confidence of subordinates to leaders is an important factor in the growth of subordinates' commitment to achieve goals; (3) focus on goals and values, here, transformational leadership is able to encourage the trust of subordinates to achieve higher goals in their work, build commitment, and improve performance According to Bass (2006), transformational leadership is a leadership that can stimulate and inspire followers to achieve extraordinary results, to be able to develop their own leadership. The leader helps subordinates in order to grow and develop to become a leader for the scope of its own territory by taking into account the needs and empower subordinates based on the subordinate's own goals, leaders, groups, and larger organizations. Burns (1978) and Bass (2006) define transformational leadership as the ability of leaders in a changing environment, motivation, patterns, and work values felt by subordinates so that they are better able to optimize performance in achieving organizational goals. The same thing was said by Fairholm and Fairholm (2009) that transformational leadership focuses on the formation and change of structures and actors in organizational structures.

Then Basuki (n.d.) stated that transformational leadership

is basically the process of building commitment to organizational goals and giving confidence to subordinates to achieve these goals. According to Robbins (2008), transformational leadership is leadership that can inspire subordinates to put aside personal interests for the good of the organization. Transformational leaders in no doubt, have a tremendous influence on subordinates themselves. Transformational leaders pay attention to the developmental needs of his subordinates, changing subordinate awareness of the issues that exist in a way to help them look at old problems in new ways, and be able to provide job satisfaction and inspire subordinates to work hard in order to achieve common goals.

Yukl (2010) and Morse and Buss (2008), transformational leadership is a leader who is able to: 1) declare a clear and compelling vision; 2) explain how this vision can be achieved; 3) act in secret and optimistic; 4) show confidence to followers; 5) use dramatic and symbolic actions to emphasize important values; 6) lead by example; and 7) authorize people to achieve the vision. Based on some previous definitions, it can be concluded that in transformational leadership, both leaders and subordinates have the same perception in optimizing their efforts to achieve organizational goals. In this way it fosters trust, pride, commitment, respect, and loyalty to the leader, so that efforts and performance can be optimized..

According to Bass (2006) in achieving better goals, transformational leaders use transformational leadership components:

1) idealized influence; transformational leaders seek to influence subordinates through direct communication by emphasizing the importance of values, assumptions, commitments and beliefs, and having the determination to achieve goals by always considering the moral and ethical consequences of every decision made; 2) Inspirational motivation, transformational leaders try to motivate and inspire subordinates by giving meaning and challenge to subordinates' tasks; 3) Intellectual stimulation, transformational leaders encourage subordinates to be innovative and creative in dealing with existing problems by thinking and looking for new ways to solve them; and 4) Individual considerations, transformational leaders pay special attention to the needs of subordinates in completing their tasks. The results of this study shows that transformational leadership of Regional Head of Cimahi is determined by the efforts of local leaders in influencing and mobilizing subordinates through: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration in achieving the goals.

IV. RESEARCH RESULTS AND DISCUSSION

A. Transformational Leadership of Head Government Cimahi, West Java, Indonesia

1. Idealized Influence

Transformational leadership of Regional Head of Cimahi in the effort of influencing and mobilizing subordinates in achieving organizational goals is done through the idealized influence.



This category includes subcategories, the head area: 1) sets a good example; 2) has the capability; 3) has a strong determination; 4) has perseverance; 5) conducts consistency; 6) takes risks; and 7) is the trusted by subordinates.

Category of idealized influence in transformational leadership of Regional Head of Cimahi which includes seven subcategories mentioned above as efforts to influence and mobilize subordinates as to respect and admire him, so they will instill and foster trusts. Therefore, the head should set a good example, and able to demonstrate integrity as mentioned in sub-subcategories above to subordinates. Bass and Riggio (2006: 6) explains that:

Transformational leaders behave in ways that allow them to serve as role models for their followers. The leaders are admired, respected, and trusted. Followers identify with the leaders and want to emulate them; leaders are endowed by their followers as having extraordinary capabilities, persistence, and determination.

The Regional Head of Cimahi realizes that (responsibility), so that the leader can mobilize and direct subordinates simultaneously in achieving the vision, mission, and goals of the organization. This is in line with the Regional Head of Cimahi statement, that:

As a leader, my tool is the science of administration, (I believe) that in an organization the main thing is the leadership and management. Therefore, I run this position by leading and managing various positions towards the organizational goal, which is the accomplishment of Cimahi public welfare. I try to formulate each position of trust by managing them with best efforts in order to achieve the organizational goals. (Interview with Regional Head Cimahi on Tuesday, July 17, 2012).

Regional Head of Cimahi believes that the trust of subordinates can be gained through his integrity and dedication, therefore the head of the local government manages and leads the organization by involving subordinates at all levels as well as possible in achieving the goals. According to Bass and Riggio (2006), transformational leaders gain the trust of followers by means of maintaining the integrity and dedication, being fair, and show good behavior to his followers.

2. Inspirational Motivation

Transformational leadership of Regional Head of Cimahi in an attempt to influence and mobilize subordinates in achieving organizational goals is also done through motivational inspirational category. This category includes sub-subcategories: 1) provides motivation to; 2) has an enthusiasm; 3) has optimism; 4) provides inspiration; 5) involves subordinates; 6) cultivates team spirit; and 7) has a commitment in achieving the goals.

Inspirational motivation category in transformational the leadership of Regional Head of Cimahi which includes seven subcategories mentioned above as efforts to influence the regional heads and subordinates so they are motivated and inspired in carrying out their duties and responsibilities. Motivation and inspiration th optimism, and cultivates the team spirit to be together involved in achieving vision, mission, and goals of the organization. Ultimately the responsibility of subordinates continue to grow and well maintained. Bass and Riggio (2006: 6) explains that: transformational leaders behave in ways that motivate and

inspire those around them by providing meaning and chal work. Team spirit is aroused. Enthusiasm and optimism are displayed. Leaders get followers involved in envisioning attractive future states; they create clearly communicated expectations that followers want to meet and also demonstrate commitment to goals and the shared vision. Regional Head of Cimahi in an effort to influence and mobilize subordinate through the intellectual stimulation category as a follow-up to run the previous transformational leadership, after understanding and have confidence that his subordinates already have the confidence and commitment to him as a leader through the intellectual stimulation category. This is the right time for the Regional Head of Cimahi to affect and move subordinates simultaneously in achieving the vision, mission, and goals of the organization by using new approaches and strategies, also being creative and innovative. Transformational leadership through the intellectual stimulation category is expected to be able to keep and maintain the trust of the organization and enhance the positive image Cimahi Government. This is in line with the Regional Head Cimahi statement, that:

What is being done (here) is essentially a reference. A regional head must have human resources' reference as well as possible, recruitment, their commitment and positions, so that when we need something more, (like) innovation programs, we can search what are required for such changes. Then we also have to follow the rules related to the ranks and the faction promotion with regard that employee must have and understand various references and strategic frameworks, so that they can compete. (Interview with the Regional Head Cimahi on Tuesday, July 17, 2012).

Regional Head of Cimahi in influencing and moving subordinates through intellectual stimulation category is by preparing human resources with recruitment pattern also right and tight selection, managing differences and individual needs in accordance with the needs of the organization, providing trainings and development in order to have better and extraordinary performances, therefore encouraging subordinates to be creative and innovative. As it is said by Bass Transformational leadership presents opportu recruitment, selection, promotion, management of diversity, teamwork, training, development, and ability to innovate strategic. It als planning and the design of its jobs and organizational structure. Policies can be set in place that arrange for a desirable mix of transformational and transactional styles to appear in the leadership displayed by the individual members of an organization. Such policies can influence the norms, values, and culture of the organization itself. As a consequence, various aspects of the organization, ranging from strategic planning to employee selection, will be favorably affected. Then the statement of Regional Head of Cimahi also strengthened by the opinion of Morse and Buss (2008) that: Transformational leadership exhibited by academic department chairs has the potential to substantively and positively impact academic departments by positioning them to face challenges and be more adaptive to environmental changes. Positioning academic departments refers to shaping the departmental culture so that it is reflective of what Lafferty (1983) termedional “constructiveculturalnormso.

cultural norms are characterized by organizational learning that is facilitated by open communication and striking a balance between.

3. Intellectual Stimulation

Transformational leadership of Regional Head of Cimahi in an attempt to influence and mobilize subordinates in achieving organizational goals is done through the intellectual stimulation categories. This category includes sub-subcategories: 1) regional head using logic decisions based on intuition; 2) regional head make improvements obsolete traditions; 3) regional head using new approaches; 4) encourage regional head of public criticism; 5) regional head creative; 6) regional head innovative; and 7) regional head make improvements organization confidence.

Intellectual stimulation Category in the transformational leadership of Regional Head of Cimahi which includes seven subcategories mentioned above as the regional head efforts to influence and mobilize subordinates have innovation and creativity, in a way resolve problems in ways new and more creative and able to maintain trust and enhancing the reputation of the organization (Bass and Riggio, 2006).

Regional Head of Cimahi in an effort to influence and mobilize subordinate through the intellectual stimulation category as a follow-up to run the previous transformational leadership, after understanding and have confidence that his subordinates already have the confidence and commitment to him as a leader through the intellectual stimulation category. This is the right time for the Regional Head of Cimahi to affect and move subordinates simultaneously in achieving the vision, mission, and goals of the organization by using new approaches and strategies, also being creative and innovative. Transformational leadership through the intellectual stimulation category is expected to be able to keep and maintain the trust of the organization and enhance the positive image Cimahi Government.

4. INDIVIDUAL CONSIDERATION

Transformational Leadership of Regional Head of Cimahi in an attempt to influence and mobilize subordinates in achieving organizational goals is done through individual consideration category. This category includes sub-subcategories: 1) identify the capabilities and needs of subordinates; 2) understand and accept the existence of individual differences; 3) provide training and improve their capabilities and skills; 4) empower subordinates; 5) provide the opportunity for subordinates to learn; 6) delegate certain authority to subordinates; 7) practice two-way communication with subordinates; 8) listen to the effective variety of input and suggestions from subordinates; and 9) carry out management functions around the unit. Individual consideration category in transformational leadership Regional Head Cimahi has nine subcategories that include the above as Regional Head of efforts to influence and mobilize Cimahi subordinates to have more potential, so as to produce exceptional performance. Bass and Riggio (2006) states that:

Transformational leaders pay special attent achievement and growth by acting as a coach or mentor. Followers and colleagues are developed to successively higher levels of potential. Individualized consideration is practiced when new learning opportunities are created along with a supportive climate. Individual differences in terms of needs and desires ar acceptance of individual differences (e.g., some employees

receive more encouragement, some more autonomy, others firmer standards, and still others more task structure). A two-way exchange in communication is encouraged workspaces is practiced.

Transformational leadership implementation through the individualized consideration category is expected to improve the outstanding performance and productivity of more subordinates and to be committed, motivated, creative and innovative in achieving the vision, mission, and goals Cimahi Government. This is in line with the Regional Head Cimahi statement, that:

I strongly agree that the subordinates (who) have the capabilities and skills and (are) smart would really help and facilitate the smart work. because employees who have this kind of attitude will do many violations and will end up being trapped in Collusion, Corruption and Nepotism. As a leader, I should not be afraid of being shifted, I have different progressive subordinates "flying hou will greatly assist leaders in implementing programs and have more (capabilities) to develop it. In the process I give trust and delegate programs to subordinates, before the execution as a leader I try to evaluate whether the program is qualified or not. When the delegated programs are not qualified, then I will try to pay attention to the various desires of the subordinates and restructure the program, so it can be done well. This is where I do a lot of "get down from" in the order mountain (todo) sharing (sess the programs) with various references. (interview with the Regional Head Cimahi on Tuesday, July 17, 2012).

Transformational Leadership of the Regional Head of Cimahi through individual consideration category is an effort to optimize the potential (commitment, motivation, and inspiration) followers by mobilizing and directing subordinates by empowering (train, guide, and provide an opportunity), so they are challenged to perform more productively and to increase leadership capacities. As noted by Bass and Riggio (2006), that:

Transformational leadership is in some ways an expansion of transactional leadership. Transactional leadership emphasizes the transaction or exchange that takes place among leaders, colleagues, and followers. This exchange is based on the leader discussing with others what is required and specifying the conditions and rewards these others will receive if they fulfill those requirements. Transformational leadership, however, raises leadership to the next level. Transformational leadership involves inspiring followers to commit to a shared vision and goals for an organization or unit, challenging them to be innovative problem solvers, and developing capacity via coaching, mentoring, followers' and 1 provision of both challenge and support.

B. JOB COMMITMENTS AS THE IMPACT OF TRANSFORMATIONAL LEADERSHIP IN ACHIEVING ORGANIZATIONAL GOALS

Head of the Cimahi Region, West Java, Indonesia carries out transformational leadership in achieving organizational goals by influencing employees through: ideal influence, inspirational motivation, intellectual stimulation, and individual consideration.

Through an ideal influence, the Head of the Cimahi Region, West Java, Indonesia mobilizes and directs employees by setting a good example or role model. The Cimahi Regional Head has shown that he is a leader who has the capacity and ability, competence, and is consistent with values, has the perseverance, and the courage to take risks that will be emulated by his employees, thus building employee confidence in his leader.

The efforts of the Cimahi Regional Head, West Java, Indonesia to instill and foster employee confidence and be able to mobilize and direct them from the lower level to the top level to be jointly involved in achieving organizational goals. Even able to prepare them to have the attitude and soul as a leader. This is as explained by Bass and Riggio (2006), that: Leadership is not only the province of the people above. Leadership can occur at any level and by any individual. In fact, we see that it is important for leaders to develop leadership in those below them. This idea is at the heart of the transformational leadership paradigm.

The beliefs and beliefs created by the Head of the Cimahi Region, West Java, Indonesia can encourage employees at all levels to imitate and have the willingness to follow their leaders. Employees carry out and carry out the tasks and work given by the leader, such as: compiling development program plans based on vision, and designing achievement strategies, and implementing programs, making changes in solving problems in new and more creative and innovative ways. In carrying out this task, employees are inspired and make their leaders a model, so that it is carried out with a strong determination, perseverance, consistency, and ready to take risks.

Not only instill and foster trust in leaders, ideal influence categories are also able to instill the initial commitment of existing employees, so they are moved in doing the work given by the leader. Bass and Riggio (2008), explain that:

Conversely, transformational leaders are those who stimulate and inspire followers to achieve extraordinary results and, in the process, develop their own leadership capacity. Transformational leaders help followers grow and develop into leaders by responding to the needs of individual followers and the goals of individual followers, leaders, groups, and larger organizations.

Head of the Cimahi Region, West Java, Indonesia understands internal and external conditions, and recognizes the resources available to achieve goals. Therefore, in the next transformational leadership, inspirational motivation to influence and direct employees. Leaders perform transformational leadership with inspirational motivation in order to gain and foster subordinate trust, and to realize subordinate commitment and motivation as the key to success in achieving organizational goals.

The Head of the Cimahi Region, West Java, Indonesia believes that in the mechanism and process it needs to have the attitude and commitment of the employees, so that they can do better. According to Bass and Riggio (2006) that:

Although transformational leadership clearly influences the performance of work groups and organizations (the topic of the next chapter), the strongest effect of transformational leadership seems to be on the attitudes of organizational followers. In addition, it could be the extraordinary commitment of followers of transformational leaders that underlies the extraordinary performance of many groups led by transformational leaders.

The Head of the Cimahi Region, West Java, Indonesia subsequently carried out transformational leadership with intellectual stimulation that served to involve employees participating in achieving organizational goals beyond what was expected. With this intellectual stimulation, influencing and mobilizing employees by inspiring employees to be challenged, so they can complete work more creatively, can develop their capacity through education and training, and can also think innovative. Employees must dare to break out of old habits and seek and find new ways that are more creative and innovative. This is as explained by Bass and Riggio (2006), that:

Transformational leadership is in some ways an expansion of transactional leadership. Transactional leadership emphasizes the transaction or exchange that takes place among leaders, colleagues, and followers. This exchange is based on the leader discussing with others what is required and specifying the conditions and rewards these others will receive if they fulfill those requirements. Transformational leadership, however, raises leadership to the next level. Transformational leadership involves inspiring followers to commit to a shared vision and goals for an organization or unit, challenging them to be innovative problem solvers, and developing followers' provision of both challenge and support.

The next effort from the Head of the Cimahi Region, West Java, Indonesia is to carry out transformational leadership through individual consideration, namely increasing individual commitment at all levels. Leaders pay attention to employee needs, develop careers, create a favorable work climate. The leader implements total quality management, two-way communication, so that employees listen effectively, and delegate work assignments under their guidance and direction as a means to develop employees.

Transformational leadership Head of Cimahi Region, West Java, Indonesia with individual consideration able to maintain support for previous transformational leadership, namely the ideal influence, inspirational motivation, and intellectual stimulation, so that the trust, commitment, motivation of employees is stable, even tends to increase, and has sufficient capacity to make changes creatively and innovatively.

Thus, the success of the leadership of the Regional Head of Cimahi, West Java, Indonesia is done by correlating and integrating the four transformational leadership, namely: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration.

V. CONCLUSION

The Transformational Leadership of the Cimahi Regional Head was carried out as an effort to influence and mobilize subordinates through ideal influence, inspirational motivation, intellectual stimulation, and individual consideration in achieving organizational goals.

The Cimahi Regional Head in his transformational leadership is able to correlate and integrate the transformational leadership component (ideal influence, inspirational motivation, intellectual stimulation, and individual consideration), in order to foster employee work commitments in achieving organizational goals.

The ideal influence which serves to instill and grow the seeds of trust and commitment to employees; through inspirational motivation that functions to grow and instill commitments that are able to encourage and stimulate the officer to do more than expected; through intellectual stimulation it functions to increase the commitment of subordinates' ability to seek and find new ways that are more creative and innovative; and through individual consideration functions to support, maintain trust, commitment, motivation, performance, creativity and innovation of subordinates to be more effective by giving full attention/welfare, providing training, coaching, mentoring, and support.

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AUTHORS PROFILE



Dr. Idi Jahidi, S.Pd., M.Sc., Lecture of Entrepreneurship Departement, Binus Business School Undergraduate Program, Bandung, West Java, Indonesia, Email: idi.jahidi@binus.ac.id, Phone Number: +628122315157, Education: Doctoral Padjadjaran University, Academic Rank: Associate Professor, and Research Interest:

Social Science/Administration/ Management.

Academic Activity

At this time I teach at the Entrepreneurship Departement, Binus Business School Undergraduate Program about Entrepreneurship, Social Innovation, and Leadership. Other activities are conducting research and community service and publishing it in international seminars or reputable international scientific journals.

Non-academic Activities

As Manager of Koperasi KKS SMART Cimahi City, West Java, Indonesia in the fields of production, commerce, consumption and services. The purpose of this Koperasi KKS SMART is to empower the community's economy, provide employment, and alleviate poverty.