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ANALYSIS OF LEADERSHIP STYLES OF INTERNATIONAL (JAPANESE) AND NATIONAL (INDONESIAN) MANAGERS IN THE STEEL DEPARTMENT OF PT. HANWA INDONESIA

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ABSTRACT

Every leader in an organization has a different leadership style based on background and cultural beliefs which will determine the effectiveness of an organization. In the last three years, the Steel Department of PT. Hanwa Indonesia has the lowest sales and gross profit figures. Therefore, this research aims to analyze the leadership styles of international manager (Japanese) and national manager (Indonesian) in the Steel Department of PT. Hanwa Indonesia along with related factors, obstacles and opportunities encountered by each leader as well as how each leader faces obstacles and opportunities and makes adjustments to achieve company goals. The data analysis technique uses data validity and reliability methods which are tested through a triangulation process. The results of this research show that the leadership styles of international manager (Japanese) and national manager (Indonesian) in the Steel Department of PT. Hanwa Indonesia is a democratic leadership style that is supported by the ability to learn from the experience and interpersonal skills of each leader and the cultural values and traditions of Japan and Indonesia. Obstacles in leading lie in differences in cultural backgrounds involving language and habits. Therefore, each leader seeks to develop cultural sensitivity by learning and understanding their respective language and culture and using their interpersonal skills to guide and facilitate change efforts.

KEY WORDS

Leadership, leadership style, cross-cultural leadership style, Japanese company.

Leaders in an organization have a dominant position in determining the success or failure of an organization. Each leader usually has personal leadership style in running the organization. In a business organization, leadership style is believed to be a key driving force of the organization which is able to direct, influence and supervise other people to carry out tasks in accordance with the leader's orders and build a new culture that is in line with change so that it is hoped that it can achieve organizational goals (Pramudyo, 2013). Therefore, leadership style in a business organization is an interesting issue to be discussed further.

Table 1 – Targets for each Department at PT. Hanwa Indonesia

Year	Target					
	Steel Department		Food Department		Department of Energy & Minerals	
	Sales (tons)	Gross Profit (USD)	Sales (tons)	Gross Profit (USD)	Sales (tons)	Gross Profit (USD)
2022	60,000	5,200,000	70,000	7,500,000	75,000	7,700,000
2021	55,000	6,300,000	69,000	6,300,000	70,000	7,200,000
2020	68,000	7,000,000	65,000	5,900,000	65,000	6,900,000

Source: HKBS Internal System, 2023.

Based on internal data for 2020-2022, when compared with the Food Department and the Energy & Mineral Department, it was concluded that the Steel Department did not achieve the specified annual target and had the lowest sales and gross profit figures during that period. Meanwhile, according to Bass (2008) in Yukl (2013), one very relevant indicator of leadership effectiveness is the extent to which team or organizational performance is



improved and goal achievement (such as sales figures and net profit) is facilitated by the leader.

Table 2 – Sales Figures for each Department at PT. Hanwa Indonesia (in tonnes)

Year	Steel Department	Food Department	Department of Energy & Minerals
2022	48,258	71,230	75,953
2021	50,341	69,942	73,931
2020	67,567	68,854	69,293

Source: HKBS Internal System, 2023.

Table 3 – Gross Profit Figures for each Department at PT. Indonesian Hanwa (in USD)

Year	Steel Department	Food Department	Department of Energy & Minerals
2022	5,080,200	7,532,400	7,720,000
2021	6,176,660	6,680,560	7,533,838
2020	6,380,700	6,334,360	7,424,000

Source: HKBS Internal System, 2023.

If organizational goals are achieved then it can be said that leadership in the company is effective. However, the conclusion is that it did not reach the target during the 2020-2022 period; thus indicating ineffective leadership in the Steel Department of PT. Hanwa Indonesia. Based on the author's observations, this has relevance to the differences in leadership styles between international manager (Japanese) and national manager (Indonesian) in the Steel Department of PT. Hanwa Indonesia.

Leadership style of international manager (Japanese) at PT. Indonesian Hanwa is related to the 5S culture, namely Seiri (Concise), Seiton (Neat), Seiso (Tidy), Seiketsu (Careful), and Shitsuke (Diligent) as a national way of life for Japanese people since ancient times. This is different from the leadership style of national managers (Indonesia), where the leadership style is related to the national culture which is characterized by low levels of discipline, large power distance, short-term oriented relationships, weak uncertainty avoidance, and feminism (Fatmawati, 2022).

Hofstede (1991) in Septarini & Yuwono (2020) places Indonesia as a nation with high collectivist cultural values when compared to Japan. What is unique is that Japan was once a nation that was classified as having collectivist cultural values. However, as Japanese culture shifts and develops, it becomes a society that tends towards individualist cultural values.

International manager (Japan) at PT. Indonesian Hanwa, who have individualist cultural values, generally have a masculine nature and are accustomed to living with assertiveness and discipline which is strengthened by the high level of competition in the world of work. Apart from that, they also focus on doing something to get maximum results. This is related to their short-term orientation.

Meanwhile, national manager (Indonesian) who have collectivist cultural values generally have feminine characteristics that are synonymous with caring, mutual support, and prioritizing long-term good relationships. Societies with a feminine nature are more permissive because they prioritize the emotional rather than the rational.

Based on the description based on the author's direct observations above, it is concluded that the research problem is the difference in background and cultural beliefs between international manager (Japanese) and national manager (Indonesian) in the Steel Department of PT. Hanwa Indonesia which makes the leadership style of national manager (Indonesian) ineffective when compared with the leadership style of international manager (Japanese) in the Steel Department of PT. Hanwa Indonesia.

In conducting this research, the author refers to a number of relevant previous research which serves as a previous source to compare with the research that will be carried out and to expand and deepen the various theories that will be used in the research study that will be carried out. The focus of previous research was more on the analysis and influence of leadership styles and communication behavior in national companies and non-



Japanese foreign direct investment companies and their influence on overall organizational performance.

In particular, research regarding the analysis of the leadership styles of international (Japanese) managers and national (Indonesian) managers in Japanese companies is still limited. Therefore, this research aims to analyze the leadership styles of international manager (Japanese) and national manager (Indonesian) in the Steel Department of PT. Hanwa Indonesia along with related factors in leadership style, obstacles and opportunities encountered in implementing leadership style, and how international manager (Japanese) and national manager (Indonesian) face obstacles and opportunities and make adjustments in implementing leadership style in Steel Department of PT. Hanwa Indonesia.

METHODS OF RESEARCH

This research uses a qualitative research method using related literature collection techniques obtained through documents such as journals, books, newspapers, official reports, meeting minutes, websites, and letters and interviews as a way to collect data (Creswell, 2010). In this research, the subject of research is leadership style and the object of research is international manager (Japanese) and national manager (Indonesian) of the Steel Department of PT. Hanwa Indonesia as decision maker and structural officer in the Steel Department at PT. Hanwa Indonesia who has work experience, experience and a wide range of knowledge in the Steel Department of PT. Hanwa Indonesia.

To analyze the leadership style of international manager (Japanese) and national manager (Indonesian) in the Steel Department of PT. Hanwa Indonesia researchers will conduct direct interviews with research sources using questions that refer to the 6 dimensions of the GLOBE (the Global Leadership and Organizational Behavior Effectiveness) values as follows:

1. Power distance dimensions; is a dimension that involves the acceptance of the distribution of power and status in organizations and institutions. Through this dimension, it will be analyzed how international manager (Japanese) and national manager (Indonesian) distribute power and status in the Steel Department of PT. Hanwa Indonesia which will relate to their respective leadership styles in making policies, rules and decisions. The key questions for this dimension are how international managers and national managers carry out a balanced distribution of power and status and how important it is for international managers and national managers to involve employees in the distribution of power;
2. Uncertainty avoidance dimension; is a dimension used to assess a culture's avoidance of uncertainty regarding something that could lead to chaos so that social norms, traditions, clear agreements, and certified expertise become more valued. Through this dimension, it will be analyzed how international manager (Japanese) and national manager (Indonesian) face and avoid uncertainty in the Steel Department of PT. Hanwa Indonesia which will relate to their respective leadership styles in making changes or innovations. The key questions for this dimension are how international managers and national managers avoid and minimize uncertainty and what international managers and national managers consider in making changes;
3. Dimensions of individualism versus collectivism; is a dimension used to assess individualism and collectivism in a person. Through this dimension, it will be analyzed how international manager (Japanese) and national manager (Indonesian) manage the dimensions of individualism and collectivism in their respective leadership styles in the PT Steel Department. Hanwa Indonesia. The key questions for this dimension are how international managers and national managers inspire strong commitment to team goals and togetherness and how important it is for international managers and national managers to fulfill individual and group rights and needs;
4. Dimensions of gender egalitarianism; is a dimension used to assess the extent to which masculine and feminine attributes are considered important and receive equal treatment. This dimension will analyze the extent to which masculine and feminine attributes are



considered important by the leadership of international manager (Japanese) and national manager (Indonesian) in the PT Steel Department. Hanwa Indonesia. The key question for this dimension is how international managers and national managers view the way male and female employees work and how international managers and national managers maximize the performance of both genders to achieve company goals;

5. Performance orientation dimensions; is a dimension used to assess the extent to which an individual's performance and achievements are valued. This dimension will analyze how international manager (Japanese) and national manager (Indonesian) appreciate individual performance and achievements in the PT Steel Department. Hanwa Indonesia. The key questions for this dimension are which are more important between processes and outcomes for international managers and national managers and how international managers and national managers improve team efficiency and performance;
6. Human orientation dimension; is a dimension used to assess the extent to which a leader cares about the welfare of others and is willing to sacrifice one's own interests to help others. This dimension will analyze the extent of humanitarian orientation in the leadership style of international manager (Japanese) and national manager (Indonesian) in the Steel Department of PT. Hanwa Indonesia. Key questions for this dimension are how important team well-being is to international managers and national managers and how international managers and national managers foster empathy and enhance team well-being.

In this research, the researcher has two main sources as leaders of the PT Steel Department. Hanwa Indonesia which comes from Japan and Indonesia as another data source, namely:

- Senior Manager of Steel Department PT. Hanwa Indonesia (Japan): Maruyama Hiroto;
- Steel Department Manager PT. Hanwa Indonesia (Indonesia): Devita Eka Santi.

Apart from that, researchers will also conduct direct interviews with a number of other sources who have worked in the Steel Department of PT. Hanwa Indonesia for three years or more to anticipate subjectivity and support the validity of interview results from previous sources in order to achieve consistent information regarding the leadership styles of international manager (Japanese) and national manager (Indonesian) in the Steel Department of PT. Hanwa Indonesia. Some other sources include:

- Supervisor Import and Purchasing Steel Department PT. Hanwa Indonesia: Nisa Ristiany;
- Steel Department Admin Supervisor PT. Hanwa Indonesia: Astriana Widyastuti;
- Senior Marketing Department of Steel PT. Hanwa Indonesia: Aditya Putra.

After data collection is carried out using related literature collection techniques and interviews, the next stage in the research is the data analysis plan, where the researcher carries out the analysis process of the data that has been obtained. Creswell (2010; pp. 237-245) divides data analysis strategies into five stages, namely:

1. Data collection;
2. Read the entire data;
3. Describe data;
4. Data presentation;
5. Drawing conclusions and interpreting data.

In conducting this research, researchers also carried out data validity and reliability. Validity is information regarding the level of truth or validity of a fact or information. The validity and reliability of the data was tested through a triangulation process. The triangulation process chosen was a type of source triangulation where the researcher also conducted interviews with the general manager and director of Department of Steel PT. Hanwa Indonesia to confirm the validity of the data and previous interview results. The validity of the data obtained must be ensured so that it is not just the personal opinion of the researcher or informant. Data from other coherent sources is needed as a comparison so that the validity and reliability of the data collected for research is guaranteed (Creswell, 2010). In this research, data validity was obtained by researchers through collecting data



from various sources to obtain valid data. Meanwhile, the reliability of the data in this research is obtained through the use of a bibliography or bibliography that is in accordance with the validity of the data.

RESULTS AND DISCUSSION

Leadership Style of International manager (Japanese) and national manager (Indonesian) in the Steel Department of PT. Hanwa Indonesia. The GLOBE study which summarizes the relationship between cultural values and beliefs, leadership, leadership behavior and leadership development practices through six different dimensions is an indicator for analyzing the leadership styles of international manager (Japanese) and national manager (Indonesian) in the Steel Department of PT. Hanwa Indonesia. Based on the results of interviews and the triangulation process carried out, the following is a summary of the analysis and interpretation of these six dimensions.

Table 4 – Leadership Style Indicators of International manager (Japanese) and National manager (Indonesian) in the Steel Department of PT. Hanwa Indonesia

	International Manager (Japan)	National Manager (Indonesia)
<i>Power distance</i> (power distance)	Balanced distribution of power and status because it involves employees in making decisions through discussion	Balanced distribution of power and status because it involves employees in making decisions through discussion
<i>Uncertainty avoidance</i> (avoidance of uncertainty)	Has a leadership style with a high uncertainty avoidance culture	Have a leadership style with a low uncertainty avoidance culture
<i>Individualism versus collectivism</i> (individualism versus collectivism)	Embracing a culture of collectivism by delegating work to team members Creating a culture of shared values through discussion and collaboration	Embracing a culture of collectivism by delegating work to team members Creating a culture of shared values through discussion and collaboration
<i>Gender Egalitarianism</i> (Gender egalitarianism)	Tends to choose female members to collaborate with	Tends to choose female members to collaborate with
<i>Performance orientation</i> (performance orientation)	Results orientation Participate in the face-to-face interview process and administer a number of routine tests for assessment	Self-development process orientation Participate in the face-to-face interview process and administer a number of routine tests for assessment
<i>Human orientation</i> (humanitarian orientation)	Doesn't place much importance on the team's feelings and teaching towards them	Cares about the feelings of the team and teaching them
How to communicate	Use English Firm and to the point	Uses English and Indonesian Less firm and a lot of tolerance
How to influence	Dividing work tasks (delegating) to the team Exemplifies discipline and punctuality	Dividing work tasks (delegating) to the team Teaching assignments
How to monitor	Using an internal centralized system (HKBS and E-Credit System) Regular monitoring through documents and direct communication with members	Using an internal centralized system (HKBS and E-Credit System) Regular monitoring through documents and direct communication with members
How to evaluate	Using Ashita's internal system with indicators that have been set by yourself Hold a one-on-one agenda with employees	Using Ashita's internal system with indicators that have been set by yourself Rarely hold one-on-one agendas with employees

Related Factors in the Leadership Style of International manager (Japanese) and National manager (Indonesian) in the Steel Department of PT. Hanwa Indonesia. Research on cross-cultural leadership generally involves the behavior, abilities, and traits of leaders. The leadership style of international managers (Japan) is also influenced by the experience they have gained while carrying out international assignments in several countries. Sopiah (2008:117) states that one of the factors that influence the effectiveness of leadership style is the leader's past experience. Based on an interview with Maruyama Hiroto as a senior manager in the Steel Department of PT. Hanwa Indonesia, said that learning and work experiences influence leadership style as follows:

"Some work and life experiences may also have an influence. Like me for example. I have studied and worked in countries such as New Zealand and Cambodia. This experience influenced me in thinking and making decisions because I could say that I have experienced and seen various points of view from several countries."



International manager (Japanese) in the Steel Department of PT. Hanwa Indonesia, Mr. Maruyama Hiroto has learned many lessons from international work experience in a number of countries, such as New Zealand and Cambodia. Mr Maruyama took good lessons and used them as a basis for implementing a leadership style. This is like the concept of metacognition explained by Yukl (2010: 239) that metacognition involves the ability to analyze one's own cognitive processes introspectively and find ways to improve them.

Apart from that, leadership style is also influenced by interpersonal skills. While working, the international manager (Japan) in the Steel Department of PT. Hanwa Indonesia, Mr. Maruyama Hiroto, can directly remind local staff who behave inefficiently. Mr.'s attitude Maruyama is a form of interpersonal ability to maintain good cooperative relationships with subordinates. Based on the narrative of Nisa Ristiany as import and purchasing supervisor for the Steel Department of PT. Hanwa Indonesia, stated that Maruyama Hiroto as senior manager has a firm attitude in work as follows:

"Maruyama is firm but still pleasant to discuss with. Plus, he doesn't build walls like most expat bosses. Actually, the gap between local and Japanese hasn't really disappeared, even with Maruyama. But, at least we can still chat with him. He doesn't differentiate between people either, in the sense that if any of us does not work properly or efficiently, Maruyama dares to get angry. Then he was also fair enough to give us compliments if we did our job well."

Meanwhile, looking at the work culture of Indonesian society, it is often found in various institutions and organizations where the work culture has a low level of assertiveness and discipline as seen from punctual habits and a slower work ethic. Based on the narrative of Maruyama Hiroto as senior manager of the Steel Department of PT. Hanwa Indonesia, the work culture of Indonesian society is seen as follows:

"Even though not everything can be generalized like this, Indonesian culture tends to be less effective and work too casually. There are too many excuses that I don't think are important. If there is work that can be completed immediately, they choose to postpone it for no apparent reason. Sometimes I will ask and reprimand directly to confirm this with each of my members about why they did that. "The culture of not being punctual and sometimes ignoring the regulations that have been made by the company is quite inherent here so that work results are less than optimal."

Apart from that, the work culture of Indonesian society tends to have collectivist cultural values which generally have a feminine nature that is synonymous with caring, mutual support, and prioritizing long-term good relationships. Societies with a feminine nature are more permissive because they prioritize the emotional rather than the rational. Based on an interview with Devita Eka Santi as manager of the Steel Department of PT. Hanwa Indonesia, the cultural characteristics of Indonesian society are described as follows:

"Because we work in Indonesia, I think it's a bit difficult to be someone who is too individualist oriented. I am one of those who believe that the success of a team is due to the presence of superior individuals who work together to achieve the company's goals together. But as a leader, I feel that collective needs and social responsibility are much more important. As leaders, in my opinion, we cannot only satisfy our own interests. We have members and we have a common goal so that must come first. There must be strong cooperation between us."

Leaders use different leadership styles in different situations (Jdetawy, 2018). If a leader only relies on one way of thinking and is not sensitive to the changes that occur around him, his leadership tends not to last for a long time. The Lewin's Leadership Styles Framework, which was initiated by Kurt Lewin in 1939, divides leadership styles into three groups. Kurt Lewin's three leadership styles are as follows:

- The Autocratic (Authoritarian) Leadership. Robbins & Coulter (2009) in Jdetawy (2018) states that an autocratic style or what can also be called an authoritarian leader is a leadership style where a leader dictates work methods, makes unilateral decisions, and limits employee participation. In this leadership style, the leader is considered too domineering, thereby creating conditions that are less creative;



- The Democratic Leadership. In a democratic leadership style the leader remains the main decision maker. However, leaders still provide opportunities for their members to be directly involved in the decision-making process in a consensus. The democratic leadership style implements policies collectively and tasks through group discussions (Jdetawy, 2018). This leadership style provides choice and support to its followers. It is normal for leaders to give criticism and praise to followers;
- The Laissez-faire Leadership. Laissez-faire leadership is known as delegative leadership, which is a leadership style where the leader is hands-off and lets group members make decisions (Cherry, K., 2017). This style of leader does not make policies or decisions regarding the group. On the other hand, the freedom to make decisions and solve problems is left fully to the group members, but the leader still provides the tools and resources needed and still takes responsibility for the group's decisions and actions.

In implementing leadership, Devita Eka Santi as national manager (Indonesian) in the Steel Department of PT. Hanwa Indonesia occasionally involves its team members in the decision-making process and is open to two-way communication with its team members, which is the same as what Maruyama Hiroto does. This was confirmed by Astriana Widyastuti as admin supervisor of the PT Steel Department. Hanwa Indonesia in an interview session where Devita as the national manager (Indonesian) in making decisions sometimes involved team members by considering the urgency of the decision and rarely held one-one sessions. However, he remains open for personal discussion sessions for team members who need it.

Thus, based on the conclusions of the interviews, the leadership styles of international managers (Japan) and national managers (Indonesia) in the Steel Department of PT. Hanwa Indonesia, based on The Lewin's Leadership Styles Framework, is a form of democratic style. The democratic leadership style is an employee-centered leadership style which, qualitatively seen from decision making, empowerment and communication, can be said to have been effective and well received by local employees.

Obstacles and Opportunities encountered by International manager (Japanese) and National manager (Indonesian) in implementing leadership styles in the Steel Department of PT. Hanwa Indonesia. Barriers felt by international manager (Japanese) in the Steel Department of PT. One of the Indonesian Hanwa is the use of Indonesian. According to researchers' observations, this is partly caused by ethnocentrism. Ethnocentrism is the perception that one's own culture is better than other people's culture (Northouse, 2013: 364). Ethnocentrism views and measures foreign cultures with its own culture (Kusherdiana, 2011:70). Based on an interview with Mr. Maruyama Hiroto is spoken as follows:

"Sometimes I'm still not used to the friendly Indonesian culture. I realized it was a good thing. But, I think we Japanese are too individualistic for that cultural concept. I also still find it difficult to tolerate delays made by staff because my culture is used to everything being fast and precise. As for language, I don't really have any difficulty talking to the staff here because even though they don't speak Japanese, we can speak English. It's just that some of the local staff are often shy or don't have the courage to talk to expatriate staff, so this becomes an obstacle for me to get closer to them, especially since I can say that my Indonesian vocabulary is still limited so sometimes it's difficult... Regarding language, maybe I find it more interesting. difficulties when dealing with Indonesian customers. Not many of them can speak English, let alone Japanese, so if you want to hold a meeting, you have to have an Indonesian PIC to explain it to me in English."

International manager (Japanese) cannot use Indonesian language fluently, so daily communication is mostly in English. This becomes an obstacle in communicating with a number of local staff and customers. International manager (Japanese) has a limited Indonesian vocabulary, which is an obstacle to understanding conversations in Indonesian and mingling with local staff and customers in Indonesia. Apart from that, Indonesian people's culture of lack of discipline in managing their time is still their biggest obstacle in adapting, especially to those related to work because they are used to being punctual and organized. The perceived opportunity is that international manager (Japanese) enjoy being



able to get to know and learn about local culture and wisdom as well as places in Indonesia. Apart from that, he also admired the friendliness and care of Indonesian people. Based on an interview with Mr. Maruyama Hiroto, this is stated as follows:

"I am starting to understand some of the meanings of Indonesian, apart from taking Indonesian language lessons, I often listen to conversations between Indonesian speaking staff and staff and customers. This is quite fun because I can learn from their daily lives about their culture and habits. I also began to understand their characters through language and daily habits. By understanding Indonesian, I think it will be easier to understand them so it will be a new opportunity for me to understand their desires and intentions in this business in particular."

Meanwhile, obstacles for national manager (Indonesian) in the Steel Department of PT. Hanwa Indonesia has a portion of power at work which is felt to be not as large as the portion of power possessed by international manager (Japanese), so that in every decision and action national manager (Indonesian) often tend to be passive and less creative. Based on an interview with Aditya Putra as senior marketing at the Steel Department of PT. Hanwa Indonesia, this is stated as follows:

"Similar to Devita, she also has open discussions with us in marketing regarding sales and customer matters. He also supports us quite a lot by teaching us about work. However, Devita is not as active and aggressive as Maruyama. Devita and Maruyama are more involved in Maruyama's decisions, although occasionally she also provides input into the decisions Maruyama makes."

The national manager (Indonesian) also found obstacles in developing Japanese language skills because they felt it was more difficult than Indonesian and there were no office facilities that supported this development. Apart from that, national managers (Indonesia) also experienced obstacles in adapting to Japanese culture and ways of working which were faster and more disciplined. This can also be said to be a form of ethnocentrism where national manager (Indonesian) view and measure foreign cultures with their own culture. However, the national manager (Indonesian), Devita, still has the opportunity as a local manager to go to Japan for training. Based on an interview with Devita Eka Santi, this was stated as follows:

"Maybe what is quite an obstacle for me is that I don't have the power of a Japanese expatriate, so actually I don't have much freedom to decide on something. All decisions I make still have to be approved by Maruyama. Apart from that, I also have to keep up with their fast and very disciplined way of working. Another thing might be language. I didn't get the facilities to learn Japanese from the office even though I wanted to understand their language. But at least there's still a chance when I go to special manager training in Japan later."

How International manager (Japanese) and National manager (Indonesian) Face Obstacles and Opportunities and Make Adjustments in Applying Leadership Styles in the PT Steel Department. Hanwa Indonesia. Cavusgil et al (2008:148) reveal that leaders can achieve effective cross-cultural interactions by maintaining an open mind, full of curiosity, and not rushing to conclusions about other people's behavior. Cavusgil et al (2008:149) also explain 4 main personality traits for developing cross-cultural leadership skills, including:

1. Tolerance for ambiguities: the ability to tolerate apparent uncertainty and ambiguity in the thoughts and actions of others;
2. Perceptiveness: the ability to carefully observe and appreciate subtle information in the speech and behavior of others;
3. Valuing personal relationships: the ability to recognize the importance of interpersonal relationships, which are often far more important than winning an argument;
4. Flexibility and adaptability: the ability to be creative in designing innovative solutions, open-minded, and show compassion under pressure.

From the research results it is known that international manager (Japanese) and national manager (Indonesian) in the Steel Department of PT. Hanwa Indonesia adapts its leadership style to the circumstances of local employees. The adjustments made show that both of them made integration adjustments to implement a leadership style. The integration



model directs international manager (Japanese) and national manager (Indonesian) to change behavior adapted to local conditions to reduce conflict.

International manager (Japanese), Mr. Maruyama, develops his cultural sensitivity by trying to study the local situation, then changing the existing situation according to what is believed and what he has gained from experience in his own way. Meanwhile the national manager (Indonesia), Devita, adjusted the reaction by making the necessary changes in the organization. From researchers' observations, this form of reaction can be said to be an agent of change. According to Sopiah (2008:76) A change agent is someone who has adequate knowledge and the ability to guide and facilitate change efforts.

In facing obstacles and opportunities and making adjustments in implementing the leadership style in the PT Steel Department. Hanwa Indonesia, international manager (Japanese) took Indonesian language lessons 2-3 times a week in her first 3 years in Indonesia. However, due to busy work, this activity could not be followed optimally, so international manager (Japanese) took advantage of the opportunity to meet with customers and visit their factories to learn and understand Indonesian directly. He asks a lot of questions and exchanges ideas in order to have personal closeness and be able to understand each other with customers. Apart from that, the international manager (Japanese) also built a discussion and communication space with the teams in Indonesia so they could get to know each other and collaborate better.

Meanwhile, the national manager (Indonesia) is facing obstacles and opportunities and making adjustments in implementing the leadership style in the Steel Department of PT. Hanwa Indonesia chooses to follow the direction of international (Japanese) managers and occasionally involves local employees in decision making. Apart from that, national managers (Indonesia) also discuss with other local managers to share about their respective departments. The national manager (Indonesian) also builds cohesiveness with the team by going out to eat or exercise together so they can get to know each other and have closer communication patterns so they can achieve company goals together better. This is based on the results of Devita Eka Santi's narrative as follows:

"Sometimes I chat with Maruyama. Continue to explore on my own if there is something I still don't understand so that later it can be used as discussion material with the boss when he is around. Sometimes I also like to chat with managers from other departments. Sharing what it's like in their team, what it's like with me. When I go to my own team, when I have time I like to do small bonding things like eating or exercising together with them. I also learned to apply Japanese style when working, such as being punctual, disciplined, so that everyone can meet his deadlines."

CONCLUSION

Based on the results of research and analysis conducted by researchers regarding the leadership styles of international manager (Japanese) and national manager (Indonesian) in the Steel Department of PT. Hanwa Indonesia can be concluded:

1. Leadership style of international manager (Japanese) and national manager (Indonesian) in the Steel Department of PT. Hanwa Indonesia is a democratic leadership style. This democratic leadership style can be seen from company decision making which involves opinions and suggestions from local staff, employee empowerment efforts, and interpersonal communication that takes place formally and informally, both from the bottom up or from the top down;
2. Factors influencing the leadership style of international manager (Japanese) and national manager (Indonesian) in the Steel Department of PT. Hanwa Indonesia is the ability to learn from experience, interpersonal skills, and cultural values and traditions of Japan and Indonesia;
3. Constraints experienced by international manager (Japanese) and national manager (Indonesian) in the Steel Department of PT. Hanwa Indonesia lies in the differences in cultural background between leaders and subordinates which involve language and



habits both at work and in daily activities. This then gives rise to stereotypical and ethnocentric attitudes;

4. How to deal with obstacles and opportunities as well as adjustment models carried out by international manager (Japanese) and national manager (Indonesian) in the Steel Department of PT. Hanwa Indonesia is a reaction model and an integration model. Both leaders try to change behavior to suit local conditions to reduce conflict and adjust reactions by making necessary changes in the organization. This is done by developing cultural sensitivity by studying and understanding Japanese and Indonesian language and culture and using their respective interpersonal skills to guide and facilitate change efforts.

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