Effective Leadership: From The Perspective of Trait Theory and Behavior Theory

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ABSTRAK. Kepemimpinan adalah suatu topik yang menarik dan penting untuk dibicarakan sepanjang masa. Hal ini terkait dengan pentingnya peran pemimpin dalam suatu organisasi atau sekelompok orang. Baik atau buruknya keadaan organisasi atau kelompok tersebut dimasa yang akan datang, sangat tergantung pada peran pemimpinnya disaat ini. Seorang pemimpin diharapkan memiliki kecakapan teknis maupun manajerial yang profesional. Kecakapan teknis tersebut sesuai dengan bidangnya, sedangkan kecakapan managerial menuntut perannya dalam memimpin orang lain. Ketrampilan tersebut terpancar dalam tindakannya seperti menyeleksi, mendidik, memotivasi, mengembangkan sampai dengan memutuskan hubungan kerja. Kepemimpinan dan penyesuaian terhadap perubahan merupakan tantangan terbesar yang dihadapi pemimpin saat ini. Pemimpin harus menggunakan gaya kepemimpinan yang paling efektif dalam mempengaruhi persepsi bawahan mengenai tujuan yang ingin dicapai dan cara untuk mencapainya. Terdapat tiga teori kepemimpinan yaitu, *traith theory*, *behaviour theory* dan *contigency theory*. Ketiga teori tersebut memiliki *basic assumption* yang berbeda. Artikel ini hanya fokus pada teori *traith theory* dan *behaviour theory*. *Traith theory* percaya bahwa pemimpin adalah dilahirkan dengan sejumlah karakteristik yang melekat kuat seperti: keberanian, kecerdasan, kekuatan, inisiatif, tanggung jawab. Berbeda dengan *traith theory*, behavior theory percaya bahwa pemimpin bisa dibentuk dengan pendidikan dan pelatihan, dimana fungsi-fungsi kepemimpinan seperti *planning, organizing, directing, controlling* yang lebih ditonjolkan dibandingkan karakter diri seorang pemimpin.

Kata kunci: *Behavioral Theory*; Karakter; Kepemimpinan; *Trait Teory*

ABSTRACT. Leadership is an interesting and important topic to be discussed for all time. It is related to the important role of leaders in an organization or group of people. Whether or not the condition of the organization or group in the future depends on the role of the leader at this time. A leader is expected to have professional technical and managerial skills. The technical skills are under their fields, while managerial skills require their role in leading others. These skills are reflected in his actions, such as selecting, educating, motivating, developing up to terminating employment relations. Leadership and adjusting to change are the biggest challenges facing leaders today. Leaders must use leadership styles that are most effective in influencing subordinates' perceptions about the goals to be achieved and ways to achieve them. There are three leadership theories, namely, traits theory, behavior theory, and contingency theory. All three theories have different basic assumptions. This article only focuses on the theory of traits theory and behavior theory. Trait theory believes that leaders are born with several inherent characteristics such as courage, intelligence, strength, initiative, responsibility. In contrast to trait theory, behavior theory believes that leaders can be formed with education and training, where leadership functions such as planning, organizing, directing, controlling are more prominent than the leader's character.

Keyword: Behavioral Theory; Character; Leadership; Trait Theory

INTRODUCTION

Leadership means different things to different people. Most definitions of leadership reflect the assumption that leadership involves a process of social influence, which in this case, the influence that is intentionally exercised by a person against others to structure activities and relationships within the organization. Yukl (2007) says that leadership is a process of influencing others to understand and agree with what needs to be done and how the task is carried out effectively, as well as to facilitate individual and collective efforts to achieve shared goals. One of the key roles of good organizational leadership is being able to build an organization by educating and being able to build new leaders (Verawati, Hartono, & Siharis, 2019).

In a variety of literature, leadership can be studied into three theories, namely: (1) the theory of traits, or characteristics of birth or traits theory; (2) behavior theory or actions in leading, or behavior theory; and (3) contingency theory. This paper will discuss the theory of traits and behavior theory. The purpose of this paper is to know various theories about what are the characteristics of leaders who are considered effective, and about what behaviors are considered effective, that is, that can achieve the goals of the group they lead.

According to (Yukl G., 1989) two things make leadership considered very important because of two things: (1) first because there is a change of leaders often also change the workings and performance of a unit, agency, or organization; (2) secondly, the results of the study show that one of the internal factors influencing the success of an organization is effective leadership, capturing the leadership process in each line of organization, competencies, and actions of the leader concerned. The jargon "change leadership, change policy" is a reality as well as research results that have been proven in various types of organizations, even to technical matters such as changing office layout, changing chairs, or changing the color of the walls. That is why leadership is a complex phenomenon that is always interesting to study.

In a variety of literature, leadership can be studied from three points of view, namely: (1) the trait approach, or innate characteristics born, or traits approach; (2) style approach or actions in leading, or style approach; and (3) contingency approach. In subsequent developments, the focus of the study is more on ways to become effective leaders, including by developing awareness about the spiritual capacity to become professional and moral leaders.

As stated above, leadership is an interesting and important topic to be discussed all the time. It is because of the important role of leaders in an organization or group of people. The role of the leader greatly determines the good or bad state of the organization or group in the future. The leader has a very vital role, because he is the person who determines the direction in which the organization or group will be taken, and he will also lead all members of the organization to move their members in the direction that has been determined. Various thoughts and theories have been developed, empirical research on this topic has also been carried out. Leadership theories are divided into three major groups, namely the traits theory group, behavior theory, and contingencies. However, most of the research aims to find out the characteristics of the leader, the behavior of the leader, or other things that determine the success of the leader in achieving the goals of his group or organization. It's still rare to talk about how to become an effective leader. This study will discuss the characteristics of effective leaders and detect various theories about what are the characteristics of leaders who are considered effective, that is, can achieve the goals of the group they lead.

METHOD

The research method uses the document study method on the results of previous studies, which are traced through journals in several electronic media such as digital libraries, websites, and library journal connections. Journal searches are carried out through Google Browser and Google Scholar. Journal searches are carried out using keywords: leadership, traits theory, and behavior theory. From each of the research results obtained, further analysis, which is then used as a supporting journal to strengthen the theory of leadership.

RESULTS AND DISCUSSION

Leadership

According to (bass, 1980), a leader is a person who has a goal and who behaves together with the members of the group they lead to achieve that goal. In the process of leadership, a leader uses or applies certain methods or styles so that his leadership has a role as a dynamic force that encourages, motivates, and coordinates group members in achieving the goals set.

Leadership, according to robbins (2006), as the ability to influence groups towards achieving goals. Robert and Hunt (1991) define leadership as a way of influencing the behavior of others so that other people have a strong will and enthusiasm in achieving common goals. The encouragement provided is not solely for others to have the willingness to work alone, but the encouragement is also intended so that the willingness to work is also based on a high spirit and full of confidence to continue to progress and develop.

Leadership is considered very important for two reasons: first, the fact that the replacement of leaders often changes the performance of a unit, agency or organization; second, the results of research that show that one of the internal factors that influence organizational success is leadership, including the leadership process at every level of the organization, the competencies and actions of the leaders concerned (Yukl, 1989). The facts and ideas, and the results of the research cannot be denied. All parties understand the existence, so that the jargon "change leadership, change policy" appears, even to technical matters such as changing office layout, changing chairs, or changing the color of the walls. Thus, leadership is a complex phenomenon that is always interesting to study.

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The latest leadership literature starts to discuss a lot about spiritual leadership. Spiritual leadership is leadership that relies more on spiritual intelligence in leading. Spirituality is closely related to conscience. Leaders who have conscience not only arrange planning, organizing, implementing, controlling based on rationality solely to achieve goals, but will also lead organizations to be wiser and try to minimize the turmoil that has the potential to trigger social unrest (Verawati, Hartono, & Siharis, 2019).

Theory of Leadership from Traits

The traits approach tries to understand leadership based on the belief that good leaders have "innate characteristics" from birth, both concerning physical and personality traits. Dunford (1995) and Watkins (1992) mention the physical characteristics and personality of effective

leaders, including age, appearance, fluency, intelligence, energetic, dominant, confident, extroverted, and have a drive for achievement.

The traits of leadership theory is a view or opinion that says that the effectiveness of a leader is largely determined by the traits or characters possessed by the leader. The theory of traits is made based on observing the characteristics or characteristics of many leaders, both successful and unsuccessful leaders. Both observations are used to predict the effectiveness of one's leadership.

Leadership theory distinguishes leaders from non-leaders by focusing on the quality and personal characteristics of a person. Individuals such as Margaret Thatcher and Nelson Mandela are known as charismatic, passionate, and courageous leaders (Robbins and Judge, 2007). Yukl (1989) mentions that successful leaders have extraordinary abilities like endless energy, the sharpness of intuition, very broad insight, and persuasive abilities. Meanwhile, according to Gibson, et al. (2000) and Hoy et al. (2008) states that effective leadership can be formed from the control of personal traits as follows: (1) the level of enthusiasm (energy); (2) self-confidence; (3) stress resistance; (4) emotional maturity; (5) integrity; (6) extroversion; (7) motivation; (8) lead orientation; (9) the need for strong achievers; (10) self-efficacy; (11) interpersonal skills; (12) cognitive; and (13) conceptual abilities.

The qualities of the leader, as mentioned above, are seen to be more accentuating the traits of "masculinity," so that it is criticized to contain gender bias. Also, studies that seek to find traits that can ensure the success of leadership ultimately fail to provide a concrete form (Yukl, 1989; Smyth, 1989).

From the various theories of leadership traits, there are various opinions and research results regarding the qualities of a leader who are considered effective. Here are some opinions from several researchers:
Daniel Goleman's opinion (1995)

The results showed that the characteristics of effective leaders are controlling emotional intelligence or good emotional intelligence (EQ). Emotional intelligence is a person's ability to know and control emotional symptoms and information (Goleman, 1995). Researchers who support this aspect say that one cannot be a great leader without empathy. Leaders who have high empathy can feel the needs of others, listen to what is said and what is not said by followers, and can read other people's reactions. According to Robbins and Judge (2007), a leader who puts forward empathy makes people still want to help the leader, even in difficult conditions. People who can understand their emotions and can read the emotions of others can be more effective at work. The results of research conducted by Goleman on EQ, states that an effective leader EQ consists of five dimensions, namely: (1) self-awareness: self-understanding; (2) self-management: the ability to control one's own emotions; (3) self-motivation: the ability to stay afloat in the face of weaknesses and failures; (4) empathy (empathy), the ability to understand the feelings of others; and (5) social skills: the ability to control the emotions of others.

Opinions of Rue and Byars (1999)
Rue and Byars said that certain characteristics are desirable in many leadership situations, there are four characteristics, namely: (1) confidence; (2) has mental and physical strength; (3) a sense of responsibility; and (4) have empathy and good relations with others.

Opinions of Judge, Bono, Illes, and Gerthardt (2002)
They tried to separate the characteristics of the leader but failed. For example, the research they did with previous research studies on leadership research in the late 1960s. From 20 different studies, which tried to identify nearly 80 characteristics of leaders and four investigative processes, only produced five general characteristics. In 1990, many studies and analyses were

also carried out on the things that distinguish leaders from ordinary people but produce different findings. However, a breakthrough had taken place in this era when researchers began to group a person's personality into five groups known as "The Big Five Model." These characteristics can be easily used to predict one's leadership abilities. Judge, Bono, Illies, and Gerthardt said that the five personality factors, namely: (1) Openness (Extraversion), this dimension shows the level of a person's passion for making relationships with others. Open people (extravert) tend to be fond of being friends or hanging out with other people, and are friendly. In contrast, introverts tend to be quiet, shy, and calm; (2) Hospitality (Agreeableness), this dimension shows the traits of someone who likes to respect others. Highly agreeable people are people who are easy to work with, are warm, and can be trusted. People who are judged to have low agreeableness are people who are cold, have difficulty cooperating, and are not friendly or rebellious; (3) Conscientiousness, this dimension measures a person's ability to be trusted. A person who is considered to have high conscientiousness is a person who is responsible, organized, reliable, and diligent. People who are judged to have low conscientious people are irresponsible, disorganized, and cannot be trusted; (4) Emotional Stability, this dimension shows a person's ability to deal with pressure. People who have positive emotions tend to be calm, confident, and comfortable. People who have negative emotions tend to be calm, suspicious, easily depressed/depressed, and feel uncomfortable; (5) Openness to Experience, this dimension shows a person's attitude related to interests and preferences towards new things. People who are very open to art or beauty. Conversely, less open people are conventional and like those who score high on the traits or character of openness, friendliness, caution, or sincerity.

Opinions Yukl (2006) and Sidle (2007)
Yukl and Sidle say that the evidence shows that there are four traits possessed by most successful leaders, namely: (1) Intelligence (Intelligence), successful leaders tend to have higher intelligence than their subordinates; (2) Maturity and Breadth, successful leaders tend to have the emotional maturity and broad views; (3) Achievement Drive (Achievement Drive), successful leaders are results-oriented; if they have achieved one goal, they will set other goals. Their motivation for achieving goals does not depend on their subordinates or employees; (4) Integrity, integrity is the compatibility between what is said and what someone does. Successful leaders in the long run, usually have integrity. If a leader sets certain values but implements different values, then subordinates will judge that the leader cannot be trusted. Integrity is also related to honesty. Integrity and honesty are two things that cannot be separated. The honesty of the leader will affect the level of subordinate's trust in the leader. Trust is very important and determines the level of employee desire to follow the leader.

Despite the weaknesses of traits theory, this theory remains relevant to use today. Conclusions based on the findings of Robbins and Judge (2007) make the following conclusions: 1) traits can be used to predict leadership, can be used to determine whether someone has the right traits to be a leader; 2) traits can predict the appearance of a leader and leadership appearance, namely, to predict who will emerge as a leader and how to estimate his leadership style.

Many writings say that leadership theory tries to determine the qualities of effective leaders. However, according to Robbins and Judge, even if someone shows certain characteristics that are suitable and people say that he will become a leader, but that does not mean that this leader will succeed in achieving the goals of the group. So traits theory can be used as a basis for selecting characteristics of people who are considered appropriate to occupy a formal position in a group or organization that needs a leader, not to predict whether the leader will succeed or not. Many things determine or influence the success of a leader, for example, the characteristics of his subordinates, the organizational environment, and others.

Another important thing that we need to know is the assumptions underlying the theory of traits, namely that the traits or character and personality of a person is fixed relatively and tends to be difficult to change. For example, someone with an introvert personality should not be expected to turn into an extrovert. So, according to traits theory, a leader is born not formed. This is contrary to the theory of behavior, which has the assumption that the behavior of a leader can be formed, for example through training. According to the author, various theories of the traits discussed above can increase knowledge for someone who wants to be a leader or group of people who will choose their leader, to ascertain whether traits is following the vacant leadership position.

The author assumes that the theory of traits assumptions, in reality, is not one hundred percent accurate, meaning that a person's personality or personality may change due to the influence from within the person (self-awareness) or from the environment in which the person is. Therefore, one can learn the characteristics of effective leaders and then adjust their properties. Even though one cannot change one hundred percent of his original traits, one can reduce his bad qualities and improve his qualities so that he can become a more effective leader.

Theory of Leadership from Behavior
For seven decades, starting from the beginning of the 1950s, research on leader behavior has been dominated by a focus on a small number of aspects of behavior. Most studies of leadership behavior during this period use questionnaires to measure task-oriented behavior and work-oriented behavior (Robbins and Judge, 2007).

According to (Robert & Hunt, 1991), many studies have been conducted to see how the behavior is related to criteria about leadership effectiveness, such as satisfaction and performance of subordinates. Many other researchers also use experiments and field studies to investigate how leader behavior influences the satisfaction and performance of subordinates.
The behavioral theory of leadership (behavioral theory of leadership) is based on the belief that great leaders are formed or can be formed, not born (leaders are made, not born). Rooted in behaviorism theory, this leadership theory focuses on the actions of leaders, not on mental qualities. According to this theory, people can learn to be leaders, for example, through training or observation.

This behavioral approach views that leadership can be learned from behavior patterns and not traits (leaders). The reason, the traits of a person, is difficult to identify. Some experts believe that behavior can be learned; this means that people who are trained in appropriate leadership behaviors will be able to lead effectively. However, the effectiveness of this leadership behavior is influenced by several variables. So, behavior does not determine the success of leadership (Yukl G., 1989). This concept of leadership behavior arises because it assumes that the traits of leadership is not able to produce effective leadership. After all, traits is difficult to identify. Yukl (1989) explains that leader behavior towards subordinates has four forms of behavior, namely (1) there is more emphasis on task; (2) some are more concerned with relationships; (3) there are those who attach importance to both; and (4) some ignore both.

According to (Robert & Hunt, 1991), said that the embodiment of leader behavior with subordinate orientation is (1) emphasis on superior-subordinate relations; (2) the leader's attention on satisfying the needs of his subordinates; and (3) accept subordinate differences including the personality and abilities of subordinates. Besides, there is also a translation from (Forsyth, 2010) which states that in moving others to achieve goals, leaders usually show leadership behavior with a variety of efforts. They identified two leadership styles that are based

on leadership behavior, namely (1) task-oriented leaders and (2) subordinate or employee-oriented leaders (employee-oriented).

The task-oriented style pays more attention to completing tasks with very strict attendants so that their wishes complete the task. Good relations with subordinates are ignored, as long as it is important that subordinates have to work hard, be productive, and be on time. In contrast, subordinate-oriented leadership styles tend to prioritize good relations with subordinates and motivate their employees rather than watching closely. This style is very sensitive to the feelings of his subordinates. So, in principle, what is used in this leadership style is not the brain but with a sense that is in the heart. The leader tries hard not to hurt his subordinates. The description of the two types of leader behavior towards subordinates can be detailed as follows: (1) high-high means that the leader has a high relationship and high task orientation; (2) high task-low relations, the leader has a high task orientation, but a low relationship with subordinates; (3) low task-high relations, the leader is more concerned with relationships with subordinates and slightly ignores the task. This theory is called considerations, namely the tendency of a leader to have close relations with subordinates. Examples of symptoms that exist in this case such as defending subordinates, giving input to subordinates, and willing to consult with subordinates; (4) Low task-low relations, weak task-oriented leaders, and relationships with subordinates are also weak.

The Role of Effective Leaders in Change
Changes in the organization at this time in every organization in various industries face increasingly greater challenges, especially related to their capacity to make appropriate changes. In an organizational environment, everything will change. The organizational environment has three important components, namely: the internal environment, the external environment, and the connecting environment (interface) between the internal and external environment.

An external environment such as social change, community structure, culture, technology, demography, politics, economy, and others. An internal environment, such as the condition of human resources, organizational culture, communication systems, work systems, and others. The connecting component is everything that the organization has that is related to the external environment. Organizational change is usually strategic, large-scale, chaotic, and sometimes radical. Examples of large-scale changes demand Suryanto (2008) as follows: (1) Installation of ERP (Enterprise Resource Planning) system. It is a system that manages the resources owned by the company ranging from production, finance to marketing; (2) Creating a new culture of high performance. Having realized that the existing culture was hampering the company's progress, a new set of cultural rules was drawn up. When the culture is going to be applied, it certainly involves the entire company employees; (3) Focusing on operational excellence. This happened when there were many problems in the operational field; (4) Doing mergers, joint ventures, or alliances. When a merger, it means a cultural battle. It all caused a big change; (5) Install important new technologies; (6) Execute strategic planning and also carry out business plans. Plans are not enough just on paper, but must also be implemented. When it is implemented, because it is strategic, it means it involves many parts of the organization; (7) Become more focused on the customer; (8) Become a global player. When companies start operating in many countries, it requires different behavior; (9) Downsizing, outsourcing, and dismissal. Downsizing means reducing employees. Outsourcing means handing over some work to another party, and it can also result in dismissal; (10) Restructuring and redesigning the organization; (11) Change supply chain management; (12) Develop and incorporate important new products; (13) Have a new business; (14) Spur creativity and innovation faster. When the competition gets sharper, only creativity and innovation can differentiate our products from competing products.

Rhenald Kasali, in his book "Change!" Written in 2005, explained about the big changes as happened to companies in Indonesia. For example, Perum Pegadaian, Syamsir Kadir's leadership role for eleven years (1990-2001) has had a significant impact on the continuation of the pawnshop business to date. He changed the feudal culture to become a professional. The father's achievements, dubbed The Funding Father Pawnshop include (1) Being the first official to introduce a computer; (2) Establishing the logo "resolve problems without problems"; (3) Change the appearance of branches to new standards; (4) Providing official vehicles for branch heads; and (4) Developing employee education by encouraging Masters to go abroad. Syamsir Kadir was given the responsibility of leading Pegadaian Public Corporation, who was facing bitter conditions. At the time of 1990, the image of Perum Pegadaian was so poor, known as brokering, difficult access to banks, and low credit ceilings, and others. Syamsir Kadir implemented a strategy to overcome the condition of Perum Pegadaian by creating a sense of urgency towards Perum Pegadaian's transformation going forward. He invited directors and managers to go to the field. Employee activities are presented visually through video footage so that a snapshot of the changes they make can be seen directly by employees. Then he gives a choice to members of the organization whether they want to change or not. Finally, with a joint agreement, the changes were made so that the image and performance of Perum Pegadaian have improved to date.

The essence of the story above is that changes in each organization are getting bigger, not only in response to the pressures of technological development but also in anticipating more important change. This change is a fact in the daily life of the organization today, and changes will continue to occur, so it must be managed properly. Changes in this organization involve a big leap (big leap) from the pre-change phase to post-change i.e. the organization is heading to a new paradigm and the formation of a change management attitude.

According to (Grandy & Holton, 2013), organizational change can be conceptualized based on three types of change. The first type referred to as "smooth incremental change" is a change that takes place slowly and in a systematic and predictable way. The second type, referred to as a "bumpy incremental change" is characterized as a relatively safe period characterized by acceleration in the change step. The third type of "discontinuous change" is defined as a very rapid change in the organization's strategy, structure, and culture.

Effective leadership in the era of globalization is needed. A leader is expected to have professional technical and managerial skills. Technical skills are in accordance with the field he leads, whereas managerial skills require his role in leading others. These skills emanate in actions such as selecting, educating, motivating, developing, and terminating employment relationships. Leadership and adjusting to change are the biggest challenges facing leaders today. Leaders must use leadership styles that are most effective in influencing subordinates' perceptions about the goals to be achieved and ways to achieve them. The role of a leader in human relations in work is closely related to the leadership style he displays.

Effective leadership will encourage subordinates to turn efforts into performance. Leaders in changing organizations always face choices about which leadership styles are appropriate and appropriate for the organization. A leader is expected to display the leadership style of all situations depending on conditions and situations, as well as to which subordinates they lead. A leader who only shows one style will be less effective. In addition, a leader is expected to appear as a provider of calm and guidance in difficult times, so that subordinates will have increasingly high confidence in the leader.

The Process of Becoming an Effective Leader

Figure 1 shows the two main categories of individuals, namely the relationship between basic traits and CSA with the capacity of leaders. This process model distinguishes between weak predictors and strong predictors of leadership. Traits are described as weak predictors, while the KSA (Knowledge-Skills-Attitude) aspect of a leader is considered a strong predictor (Antonakis et al., 2012; Mumford et al., 2000; Zaccaro et al., 2004). However, this distinction implies that the attribute "behavior" more strongly suspects the capacity of leaders than the attribute "traits," a premise that is not supported by Hoffmann et al. (2011), who conducted a meta-analysis of the differences in the individual traits of successful leaders.
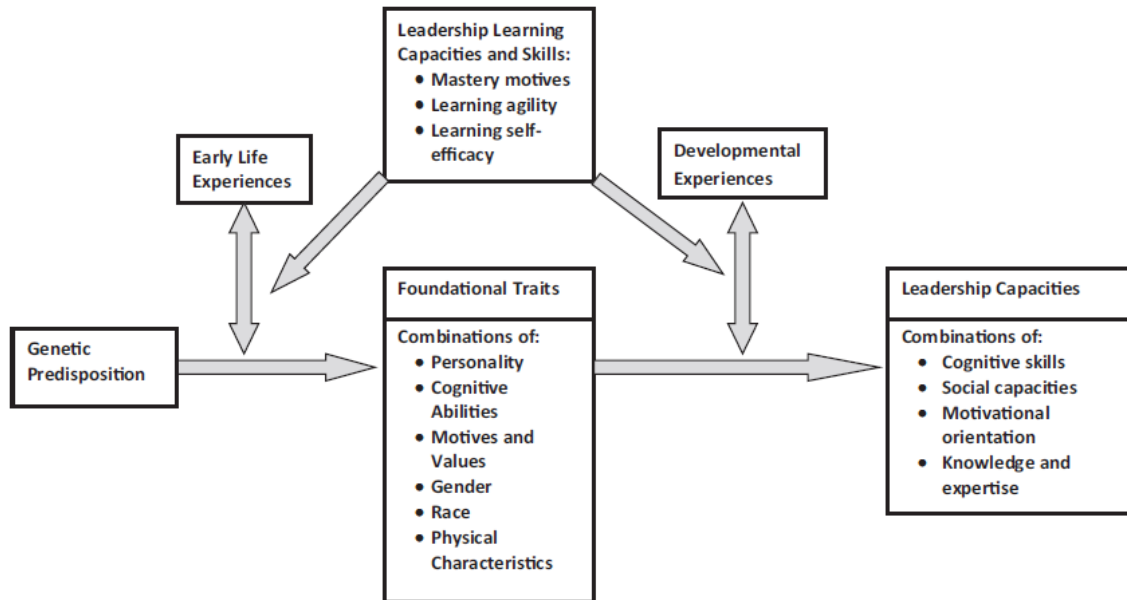
Figure 1. Theoretical Framework of Leadership
Source: Zaccaro et al. (2017)

Therefore, further research is needed to provide clarity related to differences in leaders, both from the traits of the leader and his capacity. As explained above, the basic characteristics are individual attributes which are oriented to the individual in aspects of leadership roles both in character and behavior, and their effect on leadership success. This aspect tends to be more stable over time and situations. Personality theorists have noted how leadership traits can drive success in various types of situations (Dalal et al., 2015). According to (Zaccaro SJ, 2017), aspects that determine good leadership capacity consist of three, namely first is the aspect of awareness (competence and achievement), the second is extraversion (firmness and pleasure-seeking), and the third is openness (action and idea).

CONCLUSION

The issue of leadership always gives the impression of dancing from time to time. Leadership plays an important role in various organizational activities. In leadership, a leader must give direction to the efforts made by subordinates in achieving organizational goals. According to Higgs (2003), revealed that four things are often discussed in a variety of leadership literature, namely: (1) changes in social values; (2) changes in shareholder policy direction; (3) the challenges of organizational change; and (4) awareness of the factors that cause employee stress. There are many theories and approaches to leadership. Some experts distinguish leadership into

transformational and transactional leadership. In essence, the two leaders are the basis of a leadership style. In the last few decades, both styles of leadership have emerged as phenomena and are felt to have a positive impact on several aspects that can increase organizational effectiveness. This research focuses on behavioral theory and traits theory as the basis for the alleged leadership success. This research requires further empirical study, so that leadership theory is increasingly developing.

Further empirical research that can be done include factors inhibiting leadership succession. As according to (Atmaja, 2018), there are two factors inhibiting leadership succession, including the aspects of the prospective successor and aspects of family relations. The inhibiting factor of the prospective successor is the lack of motivation from the successor to continue the family business, but it can also be due to (1) physical disability (2) parental death and (3) parental divorce (Atmaja, 2018). The inhibiting factor of family relationships is that the younger generation (future successors) want to continue, but their parents do not believe in the future successors. Also, there can be injustices committed by parents as business owners to their sons and daughters, so that they cause jealousy.

According to (Widyasmoro, 2008), many family businesses are difficult to sustain up to the three-generation phase. This is an interesting phenomenon to be studied further. Most family businesses are involved in a prolonged conflict to fight for power within the company. Many problems exist in a family business, so many factors greatly influence the success of a leader in a family business.

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