

THE ROLE OF ORGANIZATIONAL EXPERIENCE IN GROWING LEADERSHIP MINDSET AND CAPABILITY

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ABSTRACT

The organization is a place that can provide good leadership benefits related to a growth mindset and capability of communication or socialization. High socialization skills can be formed when someone joins the organization. This discussion focuses on the formation of perspectives or benefits obtained after joining an organization. This purpose is to inform that by following an organization, one can grow personal thinking to have leadership qualities and, with the existing experience, can hone ourselves. This discussion uses a qualitative descriptive method by collecting data on the problems discussed from sources from a literature review, explaining each study point discussed. The result of this discussion is that the organization can provide benefits that can foster a person's mindset to be better in shaping the spirit of leadership. Organizations can provide a different way of thinking, such as forming good relationships between individuals and groups and fostering a leadership spirit. This is in accordance with what was obtained during the process of organizing. During joining the organization, the benefits are obtained through the attitudes and traits that must be applied. This research found that organizational experiences is important to build mindset, communication skill, and leadership capabilities that are beneficial for human social lives.

Keywords: Organization, Mindset, Communication skill, and Leadership

1. Introduction

Socializing can not be separated from the word interacting with each other. Both within family members and socializing within the community, even more so between countries. In the explanation of the Indonesian dictionary, the word socialization consists of three meanings. The first has a meaning as an effort that includes changing from own property to public property. Then the second can be interpreted as a path to learning to understand the culture in their respective regions. Third, socialization can be construed as someone attempting to introduce themselves to the general public or society so that they can be known (Hainders:2018). Finally, socialization can also be interpreted as a business activity in making an individual recognize the values of the cultures that exist in society so they can enter the community (Hysocc:2022). From this explanation, socializing is an activity where we can adapt within the scope of society in the culture of each region.

In discussing socialization activities, we know that everyone does not have the same nature. There are also times when they are introverted, so they are less able to socialize with the community. From that problem, it is necessary to have courage and a good attitude in conducting socialization activities. Courage and a good attitude can be obtained from the organization. There are many kinds of organizations, ranging from business organizations, leadership organizations, and other organizations. There is a direct learning process about collaborating with fellow individuals in joining an organization. The learning gained in joining an organization is useful in implementing socializing activities in the community. This makes an individual who has a shy nature can be change by joining an organization. One of the leading organizations can create a brave character. The souls of leadership will be formed here when following the process of running the leadership organization. Then the next example of business organization. By following the process in a business organization, there will be a process where we will get to know many people through the business activities we run. This activity will make someone more daring in interacting with the surrounding community and people outside the region or country. Organizations provide experiences that make them good at socializing and can have a leadership spirit. This is the main goal in the organization because socialization can be useful in communicating every activity that exists in an organization and provides benefits for each individual (Sutrisno:2018).

In the discussion above, it can be inferred that a leader's character can be grown from organizational activities. So that, this research tries to seek how a person can grow the spirit of a leader can be understood through the behavior, attitudes, and characters obtained in the organization. With the right attitude applied to an organization, that person will directly grow his leadership spirit. And the benefits of joining the organization can give individual personalities to be brave (not shy) and enable individuals to socialize with their community and outside communities.

2. Literature Review

Definition of Organization

Organization comes from the Greek word, namely from the word "organon", which means tool. Organization in the context of social concepts is used for research objects in science, namely economics, psychology, history, sociology, anthropology, political science, and management science. In the concept of an organization, there are two meanings. First, in terms of nouns, the organization is a place of a group of people who have a common goal. Second, in terms of verb, the organization is a series of well-planned (systematic) processes of establishing and developing an organization and having management-based performance in its activities. An organization is a place (container) used by individuals whose performance is controlled, guided, and uses a logical mindset to process resources such as infrastructure, utilize materials, and the environment, use methods, process money, and others appropriately. Or efficiently realize the organization's goals (Symphonium: 2022). According to Erni Rernawan, an organization is defined as a unit of social groups that work together in a pattern of thought and have the duties and functions of each individual as a form of achieving unity, namely goals and having different boundaries. Meanwhile, according to Wursanto, the organization is an authority from a systematic administrative structure that does not change.

In the explanation of the organization above, the organization can be conceptualized in several essential points. Morgan put forward the points from the explanation of the organization in his book, *Images of Organization* in 1986, namely:

1. An organization is a machine that carries out all the principles in its management and provides each part of the coordination to carry out its respective roles.
2. An organization is organism or living system (organism) which consists of the need to maintain an organization. Morgan defines an organization as an organism is a need that includes things that are based on social, physiological, security, ego, self-actualization, and physiology. Organization as an organism has a need and must adapt to its environment.
3. An organizations is the brain in which the organization can process the sources of information obtained to create a creative thought as a study. So in this case, each individual can express ideas from all information or insights into each organizational structure.
4. An organization is a culture that contains a set of rules, a history of events that make up a renewed culture, ethics, and routines. The design included in the organization has cultural values, norms, traditions (activities), and forms a commitment to carry out the activities of an organization.
5. An organization is a political system that follows the rules of a government system. It includes six: direct democracy, representative democracy, bureaucracy, autocracy, authoritarianism and technocracy. Organizations as politics can be explained in that there is power both within and between individuals in carrying out areas within the organization.
6. An organizations is psychic prisons that are formed and designed with great care. The organization leader provides the vision and mission of his goals in organization's formation. All will carry out all visions and missions in the organization as an engagement function for each individual. So, each individual is given pressure, commitment, and obeying the rule to the commitment that must be lived so that an organization can develop properly.
7. An organization is a flexible movement; when one of the elements of the organization changes, the others will follow the change. For example, when the organization leader changes and has a new vision and mission, all systems in the organization will immediately change following the changes made. From Morgan's statement, the organization is an element that flows according to the order created. In this case the leader must have a picture of the direction of the goal and the leader must be able to be open to change (improvement).
8. Organization is the dominant instrument that can be accepted in real terms and creates three important characteristics: legal thinking, character building, and traditionalism. First organization forms individuals who have legal thoughts and can understand, implement, and make laws that exist in an organization. Second statement is character formation which means individuals can have the character they have after joining an organization, such as being friendly, familial, good at socializing, brave, and other. Third, traditionalism is that individuals can form attitudes that always maintain traditions or cultures that exist in their environment, or they can form traditions or cultures that exist within the organization.

Principle of Organization

The principle is the existing statement and is used as a role model or guide to be applied. The principle provides a guide or a right direction to step in carrying out an activity both to be applied, and those that have been applied (Rachmat:2018) Organisation also has the principles contained therein. This opinion was expressed by Daniel A. Wren and Arthur G. Bedeian in their book entitled "The Evolution of Management Thought" as follows:

1. Division of labor is the division of the work system given by each individual in an organization to provide a lesson in the form of experience to hone the abilities of each individual to create or innovate so that they can be useful and productive. This division of labor also aims to complement each other's abilities in their respective fields because each individual has their limitations, such as limited time, knowledge, and others.
2. Responsibilities and authorities are the main keys to the success of an organization. These two principles will not be separated because every authority or power in an organization must be carried out for the tasks given to every individual. And there is no creation of power if responsibility is not carried out. So in the statement that responsibility and authority are two interrelated principles. Both must be balanced and must complement each other.
3. Discipline is a person's attitude in following a set of rules continuously. Discipline can grow if it is done consistently or continuously (Helmi:1996). Discipline forms a character who obeys the rules, forms sincerity, readiness, fosters a habitual attitude and manners.
4. Unity of command is an order issued by superiors to be carried out by a junior so the junior has responsibility for orders from his superiors. Therefore, a junior that receives an order from seniors, must pay attention to the task and hold accountable in carry out the tasks given (Myifn:2021).
5. Unity of Direction is that every employee or subordinate in the organization each carrying out their respective duties requires guidance in achieving one goal. In this case, employees who already have a division of tasks from one superior form a directive ordered by the superior. This directive is like an order from a superior.
6. Prioritizing the interests of the organization above their own interests
In this case, it is explained that every individual who follows the organization must be able to provide an interest (own) for the benefit of the organization he is following. This principle aims for each individual in carrying out his obligations or duties to be focused, smooth and there are no obstacles to other interests that hinder tasks in the organization. The level of organizational success is seen from how an individual is able to give his interests to the organization openly or willingly and happy with the organization he follows.
7. Employee Salary or Wages is a form of appreciation for the services, efforts, energy, and thoughts that have been given to an organization. Wages are also a form of smoothness in carrying out the tasks within the organization. The provision of wages is a form of encouragement for employees to run their business

Benefits of Having Organization Experiences

There are so many benefits that an individual will obtain in joining an organization, like a lot of knowledge and experience. In the organization, people also have connections that will bring experience and new knowledge to the organization, which will be very useful for future life. It should be emphasized again that in organizing there are many challenges that we will encounter. This will train the mentality of engaging directly in society. Here are some of the benefits taken from following the organization (Patunru, Jam'an, and Madani: 2020)

1. To train leadership, people who join organizations generally have attitudes and characters that are more active or care about members of organizations than those who do not, as expressing opinions in front of other people and institutions. Giving direction to friends to be able or willing to participate in an activity that supports progress. In the world of work, leadership skills will have a

very important function; spirit of leadership will be able to develop a person potential so they will be disciplined at work to develop the company.

2. Time management is very prepared and applied; in joining an organization, a person should allocate time to do their daily life activities and participate in organizational activities. In the student context, they should be wise in managing their time to study and organization so it would not negatively impact academic values (Rachmat:2017).
3. Expanding networks: People joining organizations will expand network in one department or in different majors. Networking is very helpful in the world of lectures and the world of work as well. In work life, extensive networking will help us more easily access information, easier to find the jobs we expect, and easier to start a business.
4. Sharpen social skills; social roles are the best key in this world because humans are social creatures, person who are members of organizations will tend to have high socialization than those who do not follow the organization. Social acumen will change a person's character, sharpen behavior in a positive direction and better predict the character of someone within our reach. This social ability will help students prepare for the world of work which will later be meet and face various characters of various conditions.
5. Problem-solving and conflict management is a situation where a person is placed in a depressed or unstressed condition and is required to solve a problem under a condition. Conflict management is a situation where person are required to solve problems occur. These two abilities have a very important role in the world of work; not everyone agrees with different opinions or decisions (Patunru, Jam'an, and Madani: 2020).

(Arnata & Surjosepuo, 2014) in current field research skills in the world of work are needed, there are two types of skills, the first is soft skills and the second is hard skills, and in this era soft skills are more capable of supporting workers in the field to make a leader.

Understanding Attitude

In assessing each person's attitude, there must be different attitudes from one another. These differences arise because there are different understandings, considerations and experiences in a person's life events that he experiences with an object. It means that people in every life have their own experiences and can form different attitudes or characters according to the conditions experienced. There are two contained in the attitude from each of these attitudes: positive and negative. According to La Pierre, attitude is a description of behavior or anticipation formed from adjusting social conditions by a person's response. So that every social condition that is obtained will foster an attitude in a person, someone who adapts to social conditions will create an attitude that is in accordance with these conditions. In Sarwono's explanation, attitude is an explanation that is reflected in feelings of pleasure or sadness obtained from a condition, event, people around, or situation. Attitudes are expressions or statements obtained from an object, either from an individual (a person), a group, or an event (event). In this context it creates a feeling towards something (Christ:2021). In conclusion, attitude is a statement, picture or behavior of a person that arises from an object either in the surrounding area or from a situation he gets and can create feelings of pleasure or sadness and can also create a positive or negative behavior.

Attitude Component

In the attitude component explained by Bambang quoting from Abu Ahmadi's explanation there are three aspects, namely as follows:

- a. Cognitive aspect are aspects that have to do with the symptoms of the mind. This aspect has the form of experience, beliefs and expectations of individuals towards an object. This aspect is for example knowledge, thoughts, or beliefs obtained from information related to objects.
- b. Affective aspect is the aspect that is obtained from a certain feeling, for example, feelings of pleasure, sadness, fear, envy, tolerance, anticipation, and others.
- c. Conative aspects tend to an action regarding the object obtained, for example, attitudes tend to be helpful, tend to be introverted and so on.

In conclusion, attitude component is obtained from three aspects, they are thoughts, in terms of feelings obtained, and in terms of actions or actions on objects.

3. Method

The method consists of determining the theme by understanding the problems contained in social facts, designing a sketch of the core of the problem, collecting data related to the theme made from reference sources taken from the literature review. And then describing each topic discussed listed from the problem that occurred. The media also assisted this research in collecting data sources to be used as a reference list for the material discussed. The qualitative method is an approach used in research to describe every social phenomenon that exists as a natural background (Djamin:2014)

4. Result and Discussion

Growing leadership skills through the organization is necessary for individuals to form character by following the organization's flow. In forming leadership traits in the organization, individuals must seriously follow the process obtained in participating inside. The first thing that should be considered in an organization to form leadership traits is to have a good attitude in following the organization. This is the first step that must be known so that individuals can master the attitudes applied in the organization. Then the second after getting a good attitude in the organization, this attitude can be applied to become a leader. A leader also has things that must be considered to be a good leader. These two points will be discussed in the following explanation.

Good Attitude in Organizational Participation

This part will deliver learning and experience in every obstacle while joining the organization. An essential skill formed in an organization is to have a good attitude and tolerance. This skill will support the organization's strength; a humble attitude to respect each other, and respect for every opinion and view of others is one of the supporting factors in organization. In the implementation, some conditions sometimes do not run well. Then the attitude of someone's behavior will be appeared and be shaped. The attitude then becomes those person's character. A good attitude that must be possessed by students who participate in the organization to achieve the expected organizational goals are a) Loyalty, b) Honesty; c) Motivation; d) Leadership; e) Communication. These are the characteristics that must be possessed by students who join an organization, here is a more detailed description of what has been mentioned:

- a. Loyalty; an organization member with a loyal nature will be faster in absorbing all knowledge and quickly adapt to other members. It is because members will prioritize the organization's interests

and contribute greatly with a high loyalty value. Then this will make what is done in the organization's goals more quickly implemented.

- b. Honesty is the most important trait that every organization member must possess because honesty is the main foundation that must be owned and practiced in the organizational world. Every layer of the organizational chart can be trusted every word and every action can be accounted. The member that are not honest will damage the organization by manipulating the results of the proposals submitted, and for the layers below it again manipulate the time in the tasks they are doing.
- c. Motivation is needed to keep up enthusiasm in facing boredom because of doing repetitive work with the same rhythm. Motivation opens up the contribution on to the organization and make the latest innovation. On the contrary, less motivation will lead to a slow process of organizational development because there is no desire to achieve organizational goals.
- d. Leadership is a trait that everyone, especially leader, must possess. Because this trait will direct members to discipline in their tasks and will be critical in every decision the top management takes. The nature of the leader keeps oneself growing and this will accelerate the goals in the organization.
- e. Communication is interaction between informant and message recipient with the aim of the message delivered can be understood by the recipient (Putri et al:2022). It is crucial because no matter how good a decision is made by top management, if it is not conveyed properly and correctly, every level that should obtain the information will be confused and difficult to implement. Good communication is essential in making a decision, without it there will be no consensus on the agenda. Good communication also strengthens organisation members and makes it easier to implement organisational decisions (Bagus:2022)

The characteristics mentioned above are the foundation in an organization, where each member must have a reflection of the organization being followed, because every organization has goals that will be proclaimed or achieved in the long and short term. So if all members in the organization have the characteristics mentioned above, it will be easy and once to run an organization, and the organization will become big.

Implementation of Leadership in an Organization

Organizations always face changes in all aspects, both in terms of structure or workmanship, because global competition requires changes in the organization to be competitive in the future. The role of leaders in the existence of an organization greatly affects how an organization will develop and progress (Pramudyo: 2013). Leadership plays an influential role in organization, because the success or failure of organization is seen from the performance of its leaders. How a leader brings this organization to a better direction and must be able to direct, control and launch whatever has been decided on to all its members (Pramudyo: 2013). Leaders are people who can mobilize human resources to be able to realize a common goal. According to Jack Welch in Slater, a leader is someone capable of providing inspiration which will be able to make someone find his purpose by making the job done better (Ngongo and Gafur: 2017). According to Suradinata, a leader is a person who can influence the people he leads and can take responsibility and carry out his duties well. Because a leader is born from experience, he has gained and applied (Saiful 2022). A leader must be able to manage surprises that will occur in the future, be able to think openly and create the latest ideas and interesting ideas; a leader can make

priorities and be able to manage the second and third calculations, able to be a good listener from every angle that is considered relevant, have a reward for some things that deserve to be given (Bakti: 2022)

Traits of a good leader

A good leader, who deserves to spin the wheel of leadership of an organization, who can make a change, is a person whose every step reflects a character that we can feel the changes. In an organization, choosing a good leader must be selective to carry out the tasks within an organization. According to George R. Terry in Brantas, the characteristics of a leader have good energy, stable emotions, the ability to build human relationships, provide motivation, speaking or communication skills, teaching skills, social skills, and technical skills competent. Meanwhile, according to Goleman, a person's intelligence can be seen from his ability to manage emotions. For example, emotional intelligence is a person's ability to establish a good relationship. There are several emotional qualities in us, namely empathy, anger control, expressing and understanding feelings, friendliness, independence, adapting, and solving problems that occur (Warastri et al: 2022).

Kartono (1988: 31) states that to be a leader, one must have:

- a. Have power the meaning of power is absolute, namely having authority and power as well as legality where it can lead and influence people who are under its auspices or other people who are equal partners.
- b. Having authority, namely, where someone with authority has advantages, virtues can regulate other people to continue to comply with what has been scheduled in certain things
- c. Ability is a form of skill that is able and able to exceed others.

Zainun, further stated that every leader would succeed in leading an organization if he has the following conditions:

- a. Having qualified and high intelligence will be able to find solutions in every problem the organization faces.
- b. People who can control emotions are professional people who can distinguish between places and circumstances at hand and can separate personal problems and problems in the organization, so that all problems that arise will be resolved properly.
- c. Having intelligence in dealing with humans, will comfortably make people sheltered in the organization.
- d. Can organize and mobilize people who are under the auspices of the organization to realize organizational goals and can find out the potential of colleagues in the organization
- e. Have social skills and also management skills.

In the characteristics mentioned above are the criteria for leaders who will be able to lead an organization well, but it is worth considering that if not all of them have the characteristics as above, if they have several but are balanced, they can become leaders in the organization.

Character in leadership

The success of a leader depends on what he decides when he makes a decision in organization. Therefore, to be successful or not, a leader is determined by his character (Pramudyo: 2013). According to Atmadja, leadership character is a quality in a leader that is formed in every action based on morality and ethics value that a leader trusts. According to Atmadja (2012) three leadership characteristics, namely a) Spiritual dimension or referred to as moral character consists of selflessness and honesty; b)

Emotional dimension or referred to as social character consists of respect and empathy (understanding); c) Rational dimension or referred to as character performance namely the mental attitude to achieve the best results.

Regarding discussion about a good attitude and implementation of leaders in organization, is a form of the process applied by the organization in shaping the character of leadership by each individual. The attitude that must be possessed in an organization delivers individuals to be trained to become a leader gradually. If the organizational attitude has been mastered, this attitude will be used as a view to becoming a leader in understanding what conditions must be considered in organizing. When the leadership spirit has been formed from a good attitude in the organization that has been mastered, then the individual will learn to be a good and faithful leader.

In the explanation (Robbins & Jugde, 2008), leadership is a form of process in the organization. Leadership is a skill within a person to direct or influence an organization to carry out the responsibilities of the vision and mission or common goals (Indajang, Jufrizen, and Juliandi: 2020). Therefore, the nature or spirit of leadership will be obtained through organizational activities if each individual can follow the process from the beginning until they can master whatever they has learned in leadership as long as they participates in the organization (Saiful: 2022).

5. Conclusion

Based on the description above, it can be concluded from the research entitled "The Role of Organizational Experience to Grow Mindsets in Forming Leadership Skills" that in growing one's thoughts or views, forming a leadership spirit can be obtained through organization experiences. Organizations can provide a different way of thinking, such as forming good relationships between individuals and groups and fostering a leadership spirit. This is in accordance with what was obtained during the process of organizing. During joining the organization, the benefits are obtained through the attitudes and traits that must be applied. The benefits or results of the organization will make someone who has thoughts that previously did not know leadership or even a shy individual becomes more courageous and has the ability to become a leader.

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