

LEADERSHIP INNOVATION IN BUILDING AN ADAPTIVE ORGANIZATION CASE STUDY OF TRANSFORMATION IN THE NAHDLATUL ULAMA SIDOARJO BRANCH MANAGEMENT

¹Moch. Zakki Mubarak, ²Zaid Al Qodhi

^{1,2}Institut Agama Islam Al Khoziny, Sidoarjo, Indonesia

Email: ¹maszakkimubarak@gmail.com, ²zaidalqodhi@gmail.com

Abstrak: Penelitian ini menggambarkan peran inovasi kepemimpinan dalam mentransformasi Pengurus Cabang Nahdlatul Ulama Sidoarjo menjadi organisasi yang lebih adaptif. Dengan menggunakan metode kualitatif, penelitian ini menganalisis dampak inovasi kepemimpinan terhadap transformasi organisasi. Hasilnya menunjukkan bahwa penerapan inovasi kepemimpinan, termasuk penerapan strategi baru dan pengembangan keterampilan kepemimpinan, secara signifikan mempercepat proses adaptasi organisasi terhadap perubahan eksternal. Inovasi kepemimpinan dalam konteks Pengurus Nahdlatul Ulama Sidoarjo tidak hanya melibatkan pengenalan teknologi dan metode kerja baru tetapi juga mencakup perubahan budaya organisasi. Temuan ini konsisten dengan teori kepemimpinan modern, yang menekankan pentingnya transformasi budaya untuk mencapai kemampuan beradaptasi yang berkelanjutan. Penelitian ini memberikan wawasan mendalam tentang bagaimana inovasi kepemimpinan dapat menjadi penting dalam mengatasi tantangan kontemporer, khususnya di bidang organisasi keagamaan. Implikasi praktisnya mencakup panduan bagi para pemimpin di organisasi serupa, yang menekankan pentingnya inovasi dalam mencapai kemampuan beradaptasi yang diperlukan di era yang ditandai dengan dinamisme dan kompleksitas.

Kata Kunci: Organisasi Adaptif, Inovasi Kepemimpinan, Keterampilan Kepemimpinan, Nahdlatul Ulama, Transformasi Organisasi.

Abstract: This research delineates the role of leadership innovation in transforming the Nahdlatul Ulama Branch Board in Sidoarjo into a more adaptive organization. Employing qualitative methods, the study analyzes the impact of leadership innovation on organizational transformation. The results indicate that the adoption of leadership innovation, including the implementation of new strategies and the development of leadership skills, significantly expedites the organizational adaptation process to external changes. Leadership innovation in the context of the Management Board of Nahdlatul Ulama Sidoarjo not only involves the introduction of new technologies and working methods but also entails a change in organizational culture. These findings are consistent with modern leadership theories, emphasizing the importance of cultural transformation to achieve sustainable adaptability. This research provides profound insights into how leadership innovation can be pivotal in addressing contemporary challenges, particularly in the realm of religious organizations. Practical implications include guidance for leaders in similar organizations, emphasizing the significance of innovation in attaining the necessary adaptability in an era marked by dynamism and complexity.

Keywords: Adaptive Organization, Leadership Innovation, Leadership Skills, Nahdlatul Ulama, Organizational Transformation.

Introductions

The management of the Nahdlatul Ulama Sidoarjo Branch as a religious institution plays a vital role in shaping identity and directing the people. In the face of increasingly complex societal dynamics, the leadership of religious organizations is becoming increasingly important. (Bass, B. M, 2018). Stated that modern challenges require leaders who are adaptive and able to transform the organization to stay relevant (Podsakoff, P. M., *at all.* 2017).

Leadership in religious organizations is not only concerned with administrative aspects, but also with spirituality and morality. A study conducted by Avolio and Cameron states that leaders in religious organizations must be able to integrate religious values into organizational policies and practices (Avolio, B. J., & Gardner, W. L., 2020), (Cameron, K. S., & Quinn, R. E. 2019).

Leadership innovations in religious organizations emerged in response to changes in the social, economic, and technological environment. Brown emphasizes that innovative leaders can bring about positive change and increase organizational effectiveness through a creative and adaptive approach (Brown, 2020).

While leadership innovations bring positive potential, there are specific challenges faced by leaders of religious organizations. (Ford, J. D., & Ford, L. W, 2020), (Eisenbeiss *et al.*, 2018) and (Oreg *et al.*, 2018) highlighting that resistance to change can be a serious obstacle, especially when traditional values are threatened by innovation.

The novelty of leadership innovation in religious organizations can be seen in an approach that not only includes spiritual aspects, but also integrates religious values with modern practices. Avolio and Gardner and Schein stated that authentic leadership brings out the authenticity of leaders in combining traditional values with the demands of the times (Avolio, B. J., & Gardner, W. L, 2020), (Schein, E. H., 2019).

This research aims to explore more deeply the impact of leadership innovation in the Nahdlatul Ulama Sidoarjo Branch Management and explain the scope of the research. Through a qualitative approach, this research will explore the experiences and perceptions of organizational members towards leadership innovation. This is in line with a research framework that emphasizes a deep understanding of the impact of leadership innovation on the culture of religious organizations.

This research is expected to make a significant contribution to the understanding of the dynamics of leadership innovation in religious organizations. Through a qualitative approach, this research can explore the nuances and complexities involved in the leadership innovation process, providing a deeper and contextual understanding.

The results of this research are expected to provide valuable insights for leaders of religious organizations in managing change and innovation. A deep understanding of how leadership innovations can be integrated with traditional religious values can help create harmony between tradition and modernity.

This research has some limitations, such as focusing on one specific religious organization. Nevertheless, the results of this study are expected to provide a foundation for further research in the field of leadership innovation and religious organizations.

Method

This study uses a qualitative design to gain an in-depth understanding of the impact of leadership innovation in the Nahdlatul Ulama Sidoarjo Branch Management. The qualitative research design allows researchers to explore the complexity of the phenomena involved in leadership innovation in the context of religious organizations (Creswell, J. W., & Creswell, J. D., 2017).

Participants in this study were selected purposively with criteria involving members of the Nahdlatul Ulama Sidoarjo Branch Management who have experience related to leadership innovation. The selection of participants who have insight into religious contexts is expected to provide in-depth understanding.

Data collection was carried out through in-depth interviews with participants. In-depth interviews are considered an effective method to uncover an in-depth understanding of an individual's experience related to leadership innovation (Seidman, I., 2019).

In qualitative research, validity and reliability are measured through rigor and reliability in data collection and analysis. Triangulation techniques using various data sources will be used to increase the validity of the research results (Patton, M. Q., 2015).

Findings and Discussion

This study uses a qualitative design to gain an in-depth understanding of the impact of leadership innovation in the Nahdlatul Ulama Sidoarjo Branch Management. The qualitative research design allows researchers to explore the complexity of the phenomena involved in leadership innovation in the context of religious organizations (Creswell, J. W., & Creswell, J. D., 2017).

Participants in this study were selected purposively with criteria involving members of the Nahdlatul Ulama Sidoarjo Branch Management who have experience related to leadership innovation. The selection of participants who have insight into religious contexts is expected to provide in-depth understanding.

Data collection was carried out through in-depth interviews with participants. In-depth interviews are considered an effective method to uncover an in-depth understanding of an individual's experience related to leadership innovation (Seidman, I., 2019).

In qualitative research, validity and reliability are measured through rigor and reliability in data collection and analysis. Triangulation techniques using various data sources will be used to increase the validity of the research results (Patton, M. Q., 2015). The following is a table of research results on "Leadership Innovation in

Building an Adaptive Organization, a Case Study of Transformation in the Management of the Nahdlatul Ulama Sidoarjo Branch".

Table 1. Leadership Innovation in Building an Adaptive Organization

No	Instrumen	Hasil
1	The Role of Leadership Innovation in Transformation	The results of the study show that leadership innovation plays a crucial role in initiating and encouraging the transformation process in the Nahdlatul Ulama Sidoarjo Branch Management.
2	Organizational Response to Leadership Innovation	Organizations respond to leadership innovation by creating a culture that is open to change. Members of the organization demonstrate a high level of involvement in receiving and implementing innovations.
3	The Influence of Leadership Innovation on Culture	Leadership innovation has a positive impact on organizational culture. The existence of innovative leaders brings changes in the values and norms that exist in the Nahdlatul Ulama Sidoarjo Branch Management.
4	The Impact of Leadership Innovation on Performance	The implementation of leadership innovations in the Nahdlatul Ulama Sidoarjo Branch Management has been proven to improve the overall performance of the organization. Members are more motivated and productive in achieving common goals.
5	Supporting Factors for the Success of Leadership Innovation	Identifying the factors that support the success of leadership innovation is important. The availability of resources, member support, and effective communication are the main factors that support the implementation of innovation.
6	Challenges in the Implementation of Leadership Innovation	Despite its success, there are challenges in implementing leadership innovation. Some obstacles involve resistance to change, and there is a need for effective strategies to overcome these obstacles.
7	Implications for Managerial Practice and Research	The results of the study provide practical implications for managers and leaders of religious organizations in adopting leadership innovations. In addition, this research also provides a foundation for further research in this field.

Discussion

In the context of the Nahdlatul Ulama Sidoarjo Branch Management, the role of leadership innovation is crucial in dealing with the dynamics of religious organizations. The findings of this study support the idea that innovative leadership can be a driving force for positive change. Emphasizes that leaders who dare to face challenges and lead with courage can form organizations that are able to adapt to a changing environment. In this case, the leader of the Nahdlatul Ulama Sidoarjo Branch Management who implements leadership innovation can be considered as an agent of change who guides the organization towards positive transformation (Brown, T., 2020).

In Bass's view, leadership innovation involves transforming a leader who creates a clear vision and inspires his followers. This concept is integrated in transformational leadership, where leaders not only focus on achieving organizational goals, but also on developing the potential of organizational members. Therefore, in religious organizations such as the Nahdlatul Ulama Sidoarjo Branch Management, leadership innovation can provide a deeper moral and spiritual direction, creating continuity of religious values in every action and decision (Bass, B. M., 2018).

As expressed by Yukl, in religious organizations, the role of leaders is not only as operational managers, but also as spiritual drivers (Yukl, G., 2019). Leadership innovation in this context involves adjusting leadership

strategies to the values and goals of religious organizations. Therefore, the leader of the Nahdlatul Ulama Sidoarjo Branch Management needs to combine innovative policies with religious wisdom, creating a synergy between practical vision and spiritual values.

The influence of leadership innovation on the organizational culture of the Nahdlatul Ulama Sidoarjo Branch Management has created significant changes in the values and norms that guide the behavior of organizational members. Cameron and Quinn stated that organizational culture is a reflection of strong and consistent leadership. In this context, leadership innovation creates a clear view of new values that must be applied and internalized by all members of the organization (Cameron, K. S., & Quinn, R. E., 2019).

The organizational culture formed through leadership innovation not only affects the way work is organized but also creates a solid foundation for long-term growth and development. The implementation of new concepts introduced by innovative leaders creates an environment where diversity is valued and creativity is encouraged. Thus, the Nahdlatul Ulama Sidoarjo Branch Management can develop a culture that supports the vision and mission of their religious organization.

It is important to note that changes in organizational culture resulting from leadership innovations can pose challenges and resistance from some members of the organization. Resistance to change is a common phenomenon and can be understood more deeply through the framework of resistance to change as proposed (Oreg, S., Vakola, M., & Armenakis, A., 2018). By understanding the factors that can trigger resistance, leaders can design more effective strategies for managing cultural change.

The organization's response to leadership innovations in the Nahdlatul Ulama Sidoarjo Branch Management reflects the complexity of internal dynamics. The findings identify that an organization's response to change can range from enthusiastic to resistant, depending on contextual factors. In the context of leadership innovation, an organization's response includes a level of acceptance and support for new ideas proposed by leaders. An in-depth understanding of this response is key to managing change effectively.

In order to manage a diverse organizational response, it is important to understand the factors that affect acceptance rates. Effective communication and the participation of organizational members can minimize resistance to cultural change. By involving all members of the organization in the leadership innovation process, leaders can create a climate that supports change and increases engagement rates.

In addition, the organization's response is also influenced by leadership factors that involve empowering organizational members. Avolio and Gardner (2020: 88) highlight the importance of authentic leadership that empowers organizational members to take the initiative and contribute to change. The leader of the Nahdlatul Ulama Sidoarjo Branch Management who is able to create an environment where every member feels valued and encouraged to play an active role can accelerate the integration of leadership innovation.

The positive impact of leadership innovation on organizational performance creates a noticeable change in operational efficiency and effectiveness. The study conducted by Eisenbeiss *et al.* revealed that transformational leadership, which is a key element of leadership innovation, is related to improving team performance (Eisenbeiss, S. A., *at all.*, 2018). The implementation of innovative strategies by the leaders of the Nahdlatul Ulama Sidoarjo Branch Management creates a climate where members of the organization feel engaged, motivated, and contribute optimally to achieve common goals.

In addition to improving team performance, the impact of leadership innovation on organizational performance is also reflected in increasing individual productivity. It was identified that leadership that motivates and provides clear direction can strengthen the commitment of organizational members and encourage extra effort. In the context of the Nahdlatul Ulama Sidoarjo Branch Management, innovative leaders can be a catalyst to achieve superior performance and strengthen the position of religious organizations.

In the perspective of organizational performance (Podsakoff, P. M., *at all.*, 2017). Highlighting the importance of attention given by leaders as a factor that affects leadership effectiveness. The Leader of the Nahdlatul Ulama Sidoarjo Branch Management who is able to provide attention and support to the members of the organization can improve the overall performance of the religious organization.

The success of leadership innovation in the Nahdlatul Ulama Sidoarjo Branch Management is not only determined by the innovative concept itself but also by the supporting factors that exist in the context of religious organizations. Organizational support and commitment of organizational members are important factors that facilitate the implementation of leadership innovations. In a religious context, support from scholars and organizational administrators can create a solid foundation for the success of leadership innovation.

In addition, it is important to emphasize the important role of clear and transparent communication in supporting leadership innovation. In the context of religious organizations, the delivery of the right message and a shared understanding of the vision and goals of innovation can reduce uncertainty and increase the involvement

of organizational members. The Leader of the Nahdlatul Ulama Sidoarjo Branch Management needs to ensure that information about leadership innovations is conveyed in a way that is easy for all members to understand.

The success of leadership innovation also depends heavily on an organizational culture that supports diversity and acceptance of new ideas (Cameron, K. S., & Quinn, R. E., 2019). In the context of the Nahdlatul Ulama Sidoarjo Branch Management, creating a culture that encourages innovation and rewards the contribution of each individual can be the foundation for the sustainability of leadership innovation.

Although leadership innovation brings the potential for positive change, its implementation is inseparable from a number of challenges that can hinder its success. The lack of support and active participation from members of the organization can be a serious obstacle. In religious organizations such as the Nahdlatul Ulama Sidoarjo Branch Management, where tradition and norms have an important role, change can be considered a threat to existing stability.

In addition, resistance to change can also arise from leaders or groups who feel threatened by leadership innovation (Ford, J. D., & Ford, L. W., 2020). Leaders who feel like they have lost power or control tend to oppose proposed changes. Therefore, it is important for the leaders of the Nahdlatul Ulama Sidoarjo Branch Management to understand the potential for resistance from various parties and manage conflicts wisely.

Other challenges can arise from the mismatch of new values introduced by leadership innovation with the established organizational culture. The gap between the desired and actual values can hinder the implementation of innovation. Therefore, the leaders of the Nahdlatul Ulama Sidoarjo Branch Management need to ensure that the proposed leadership innovations are in line with the values and identity of their religious organization.

The implications of leadership innovation in the Nahdlatul Ulama Sidoarjo Branch Management create a valuable foundation for managerial practice and offer direction for future research in the context of religious organizations. A deep understanding of organizational culture can help leaders manage cultural change more effectively. Therefore, managerial practitioners can adopt this approach to integrate leadership innovation into existing values.

In the context of future research, it is necessary to expand the understanding of the impact of leadership innovation on religious organizations. Longitudinal studies that involve long-term analysis of the implementation of leadership innovations can provide in-depth insights into cultural change and organizational performance. The results of the study conducted by Podsakoff *et al* can be used as a foundation for longitudinal research with a focus on the role of the attention of leaders (Podsakoff, P. M., 2017).

In addition, managerial practitioners and researchers can expand their knowledge of the factors that support or hinder the success of leadership innovation in the context of religious organizations. An in-depth study of the interaction between religious values and leadership innovation can provide a holistic picture of how changing values can affect the acceptance and implementation of innovation. The concept of authentic leadership can be the basis for in-depth research on the balance between religious values and leadership styles.

Further research can also explore the impact of leadership innovation on the concept of diversity in religious organizations. Studies that involve an analysis of the extent to which leadership innovation can respect and enrich diversity among members of the organization can be the foundation for leaders to create an inclusive and harmonious environment.

By delving deeper into the intertwining of religious values and leadership innovation, managerial practitioners can design more precise and effective implementation strategies, while researchers can contribute to a richer understanding of the unique dynamics that occur in religious organizations.

Misalignment with traditional values and how leaders manage value conflicts can provide better insights, including the courage to confront value conflicts and seek harmonious solutions. Future research can explore the specific strategies and tactics used by the leaders of the Nahdlatul Ulama Sidoarjo Branch Management in overcoming these challenges.

Finally, future research may also explore the role of technology in supporting leadership innovation in religious organizations. It is necessary to underline the importance of attention and communication in leadership effectiveness. The use of digital platforms and social media can be a means to improve communication and bring attention to members of the organization, which can support leadership innovation.

By bridging the gap between tradition and innovation, and leveraging technology to support communication, Nahdlatul Ulama Sidoarjo Branch Administrators can enrich leadership practices in their religious contexts, while future research can provide in-depth insights into understanding these dynamics.

In closing, the following is a table of research results on "Leadership Innovation in Building an Adaptive Organization, a case study of Transformation in the Nahdlatul Ulama Sidoarjo Branch Management".

Conclusion

Through the results and discussions that have been described, it can be concluded that leadership innovations in the Nahdlatul Ulama Sidoarjo Branch Management have a significant impact on building an adaptive religious organization. Various findings highlight the important role of leadership innovation, including its influence on organizational culture, organizational response, and positive impact on organizational performance.

Leadership innovations in the Nahdlatul Ulama Sidoarjo Branch Management have proven to bring positive changes in improving team and individual performance. The transformational leadership concept and innovative strategies adopted by leaders have created a climate where members of the organization feel engaged, motivated, and contribute to the maximum. The success of leadership innovation is also reflected in the increase in productivity and commitment of organizational members.

However, the implementation of leadership innovation is inseparable from challenges, such as resistance to change and incompatibility with traditional values. The leader of the Nahdlatul Ulama Sidoarjo Branch Management is faced with the task of managing value conflicts and ensuring that innovative values are in line with the identity of their religious organization.

In the context of managerial practice, it is necessary to emphasize the importance of understanding organizational culture and effective communication strategies in implementing leadership innovations. Managerial practitioners can adopt an approach that considers traditional values and creates an environment that supports change.

Future research is expected to involve a longitudinal approach to understanding organizational culture and performance change in more depth. Focusing on the factors that support or hinder the success of leadership innovation, as well as exploring the role of technology in supporting effective communication, can provide new insights for the development of leadership in religious organizations. Thus, the results of this study are not only relevant for the Nahdlatul Ulama Sidoarjo Branch Management, but can also contribute to a broader understanding of leadership innovation in the context of religious organizations.

References

- Armenakis, A. A., Harris, S. G., & Mossholder, K. W. *Creating Readiness for Organizational Change*. New York. Human Relations. 2019. 72(3). 390–419.
- Avolio, B. J., & Gardner, W. L. *Authentic Leadership Development: Getting to the Root of Positive Forms of Leadership*. New York. Psychology Press. 2020.
- Bass, B. M. *Leadership and Performance Beyond Expectations*. New York. Free Press. 2018.
- Bass, B. M., & Riggio, R. E. *Transformational Leadership*. New York. Psychology Press. 2006.
- Brown, T. *Dare to Lead: Brave Work. Tough Conversations. Whole Hearts*. London. Random House. 2020
- Cameron, K. S., & Quinn, R. E. *Diagnosing and Changing Organizational Culture*. San Francisco. Jossey-Bass. 2019.
- Creswell, J. W., & Creswell, J. D. *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches*. California. Sage Publications. 2017.
- Eisenbeiss, S. A., Knippenberg, D. V., & Boerner, S. *Transformational Leadership and Team Innovation: Integrating Team Climate Principles*. Georgia. *Journal of Applied Psychology*, 2018. 93(6), 1438–1446.
- Ford, J. D., & Ford, L. W. *Decoding Resistance to Change*. Massachusetts. Harvard Business Review. 2020.
- Kvale, S., & Brinkmann, S. *InterViews: Learning the Craft of Qualitative Research Interviewing*. California . Sage Publications. 2014.
- Merriam, S. B., & Tisdell, E. J. *Qualitative Research: A Guide to Design and Implementation*. San Francisco. Jossey-Bass. 2016.
- Oreg, S., Vakola, M., & Armenakis, A. *Change Recipients' Reactions to Organizational Change: A 60-Year Review of Quantitative Studies*. California. *The Journal of Applied Behavioral Science*, 2018. 54(3), 322–352.
- Patton, M. Q. *Qualitative Research & Evaluation Methods: Integrating Theory and Practice*. California. Sage Publications. 2015
- Podsakoff, P. M., Podsakoff, N. P., & MacKenzie, S. B. *May We Have Your Attention Please: The Relationship Between Giving and Receiving Attention and Leader Effectiveness*. London. *Journal of Management*. 2017. 43(7), 2273–2301.
- Schein, E. H. *Organizational Culture and Leadership*. San Francisco. Jossey-Bass. 2019.
- Seidman, I. *Interviewing as Qualitative Research: A Guide for Researchers in Education and the Social Sciences*. New York. Teachers College Press. 2019.
- Yukl, G. *Leadership in Organizations*. London. Pearson. 2019