

THE IMPACT OF CHRISTIAN LEADERSHIP ON PT. INDOCEMENT TUNGGAL PRAKARSA TBK

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ABSTRACT

Leaders play a vital role in a company. The success or failure of a company is greatly influenced by the leadership style adopted in the Company. This research is field research with a qualitative approach. The method used in this study is the method of interviews and observation or observation. Harmony occurred between the Company and the assisted villages around the cement factory of PT Indocement Tunggal Prakarsa Tbk. Palimanan unit, which in the previous era of Leadership did not occur within the scope of the CSR program. The changes that have occurred and can be seen are the increasing relations with the assisted villages within the assisted area of P.T. Indocement Tunggal Prakarsa. Tbk Palimanan unit, and the maximum reactivation of UPS (Waste Management Unit) BUMDes (Village Owned Enterprises) West Palimanan. Combining the Democratic Leadership Style and Christian Leadership is applied to solve existing problems. Success in the era of Christian Leadership in PT Indocement Tunggal Prakarsa Tbk. is inseparable from divine Influence, namely the factor of God's intervention in an individual's life. God's intervention aims to shape the individual into a leader with full capacity by using self, other people, special events, and the individual leader's response to what she is experiencing.

KEYWORDS Christian Leadership, divine Influence, democracy, CSR



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INTRODUCTION

The success of an organization is highly dependent on its Leadership (Larsson & Vinberg, 2010). In the secular world, the sustainability of an institution or organization is highly dependent on good Leadership (Tedjo, 2023). A company can be successful if it has achieved its vision, mission, and organizational achievements (Vidyastuti, 2019). To achieve these three things, of course, executors or employees are needed.

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The leader's role is to coordinate with each employee to achieve one company goal together (Mendrofa et al., 2022). The leader's responsibilities in management cover all tasks or activities set by the administration to create a set of rules that are used to regulate humans and non-humans in the organization (Sagala, 2020). In addition to the importance of good Leadership in the community, good Leadership is also important in companies; for example, Christian leaders can also be found in PT Indocement Tunggal Prakarsa Tbk Palimanan Unit. Leaders in this Company feel the Divine Influence, which is the factor of God's intervention in their lives. God's intervention formed him into a leader with full capacity. God equipped him with wisdom and gave him the ability to do his job well.

The author finds out from this survey that this leader is a Christian. It is also said that as a Christian, this success is not due to his achievements, but all of this is because of God. Proverbs 21:1, it is written, "The heart of a king is like a stream of water in the hands of the Lord. He sends it where He wants. Based on this verse, the resource person prays before doing his work (Widjaja, 2023). Who changed the hearts of the hardened village chiefs and citizens? Only God.

RESEARCH METHOD

Research can reveal specifically the usefulness that can be achieved from the theoretical aspect by mentioning what theoretical use can be achieved from the problem under study and the practical aspect by mentioning what use can be achieved from applying the knowledge produced by this research (Neri et al., 2018).

The method used is qualitative, in which the research process is more artistic or less patterned, and the research data is more pleasing to interpreting the data found in the field (Sugiyono, 2017). This research is Field Study Research with a qualitative approach. The method used by the author in this study is the method of interviews and observation or observation.

Qualitative research using interview and observation methods was carried out with the aim of the writer obtaining factual data to clarify the answer to this research (Creswell & Creswell, 2017). The data obtained can be used to observe or compare the previous situation.

This research was conducted at P.T. Indocement Tunggal Prakarsa Tbk Palimanan Unit Cirebon, located at Jalan Raya Cirebon – Bandung KM.20. West Palimanan, Kec.Gempol, Cirebon Regency. This Company is led by several Christian leaders divided into different work areas.

RESULT AND DISCUSSION

Today's modern society is very interested in good Leadership, which can guide the organization according to modern management principles; while at the same time being willing to provide welfare and happiness to subordinates and the wider community (Kartono, 2011).

In this case, the author limits the research area, namely the Department led by Budiono Hendranata as GMO (General Manager Operations) and Rita Widjaja (source person) as Assistant to GMO for Management Representative (MR) and Corporate Social Responsibility (CSR) P.T. Indocement Tunggal Prakarsa Tbk Palimanan Unit (Widjaja, 2023).

As stated by Taufiqur Rachman, Siti Mujanah, and Nanis Susanti

Many people expect a good leader. When someone is appointed as a leader, everyone will expect that the leader is good and can protect anyone under his Leadership. Understanding Servant Leadership according to Trompenaars and Voerman (2010), Servant Leadership is a management style in terms of leading and serving in harmony, and there is interaction with the environment. A Servant leader strongly desires to serve and lead and, most importantly, can positively combine the two as mutually reinforcing things (Rachman et al., 2021).

The job responsibilities of the resource person are to create harmonization between the Company and stakeholders, religious leaders, village heads, kuwu, and residents from the six fostered villages around the Company. Most of the population is Muslim, while the resource person is far from the requirements to become a leader in the field of CSR. Namely, the correspondent is a woman and a Christian. The criteria that CSR leaders expect are men and Muslims. However, the fact that the resource person was appointed and appointed by the Company to hold CSR is not a coincidence, but there is divine Influence. They feel this as leaders in companies with subordinates who are also not Christians, so they are scrutinized by their subordinates and from outside the Company. A performance synergized with commitment and a high spirit of change to protect anyone under their Leadership and interact with the environment.

Christian Leadership Style And Democratic Leadership Style

According to *Christian Leadership Dictate* from Tony Tedjo, the definition of Christian Leadership is a dynamic planned process in the context of Christian service, in which by the intervention of God, He calls Himself a leader to lead His people to achieve God's purposes for and through His people to the glory of his kingdom (Tedjo, 2021). Transforming Christian leaders enable ordinary people to do extraordinary things. No one can provide a better example of Leadership than Jesus himself. During His earthly ministry, Jesus modeled transforming principles and leadership behaviors and taught them to His disciples (Wofford, 2007).

The democratic leadership style places humans as the most important factor in Leadership, which is carried out based on and prioritizes the orientation of relationships with members of the organization (Nawawi, 2016).

The Christian leadership style colors every policy and handling of problems that occur. Not least during interactions between resource persons and employees under their Leadership, as well as stakeholders and the leaders of the assisted villages, those who have problems can find common ground for problems and solve them together. So far, there has been smooth communication and eliminating

misunderstandings under the old Leadership. However, as the source conveyed to the author, God's wisdom intervenes in providing solutions, and problems can be resolved properly. Not a few personal problems, whether it's about family, finances, personal problems, and other problems, complain to sources with a more precise designation, confide in, and ask for advice. The resource persons were considered wise, and there were always solutions when they discussed and found relief when they had to tell their problems, all of whom were not Christians.

Refers to one of the tasks *assistants to GMO for M.R. and CSR* that assist the General Manager in leading and handling the CSR Section so that the implementation of corporate social responsibility programs can be carried out and achieve targets (Widjaja, 2023). The author explores research on the CSR Program, including six assisted villages: Cikeusal Village, Gempol Village, Hickey Village, West Palimanan Village, Kedung Bunder Village, and Ciwaringin Village.

As the source said, he had only carried out this task for six months and felt that from the start, this task was very difficult. This is because the resource person is a woman of Chinese descent and Christian, who has to go to the field to face stakeholders, religious leaders, village heads, kuwu, and residents from 6 fostered villages around the Company which have a "distance" relationship that is less harmonious with the Company under the old Leadership (Widjaja, 2023). Persuasive steps were taken by the resource persons when they first took office, viz.

1. Conducting visits to each village intensively conducting BILIKOM (Environmental Development and Communication), namely meeting with village heads and villagers in the six assisted villages. Some photos as documentation that the author managed to get.



Figure 1. BILIKOM in Cikeusal Village



Figure 2. BILIKOM in Gempol Village



Figure 3. BILIKOM in West Palimanan Village



Figure 4. BILIKOM in Kedung Bunder Village



Figure 5. BILIKOM in Hickey Village.



Figure 6. BILIKOM in Ciwaringin Village



Figure 7. UPS (Waste Processing Unit)

2. By building communication and a persuasive approach, the villages are again experiencing excitement in partnering with PT Indocement Tunggal Prakarsa Tbk. The resource person began to reactivate the UPS (Waste Processing Unit) BUMDES of West Palimanan Village, which had been returned to BUMDES to manage independently. Indocement has built this UPS since 2008. Still, since it has been managed independently, this UPS has yet to be optimal in producing

waste (RDF-Refuse Derived Fuel), which comes from flammable waste and has a high calorific value, such as plastic, paper, cloth, and rubber or This RDF is sold back to Indocement as an alternative fuel. When the resource person was appointed to hold UPS, he made major improvements to the UPS. He was monitored intensively and improved human resources, so they had good knowledge and skills to carry out their duties. Processed waste of up to 6 tons per day is sold and reused by Indocement as a substitute for energy in the cement industry to reduce CO2 emissions and fossil energy efficiency (Widjaja, 2023).



Figure 8. Ds. Ciwaringin natural dyed batik - assisted by Indocement

3. Empowering written batik artisans by using natural dyes. This sector began to dim during the Pandemic, and it was hard to revive as a mainstay commodity for the assisted villages. After the Covid 19 pandemic, people's purchasing power could have been stronger due to the lack of public interest in written batik cloth. The resource persons started looking for partners for the artisans, namely batik dress tailors. They now make women's clothing with attractive designs from batik materials for better selling value (Widjaja, 2023).

Results

The Democratic Leadership Style combines the Christian Leadership Style with hard work and good cooperation with subordinates as executors. It is inseparable from the presence of Divine Influence, producing results. The

Government has rewarded the hard work. On Wednesday, December 22, 2022, as the culmination of the annual activity, the West Java CSR forum appreciated the realization of the CSR program that had been implemented by West Java CSR partners for 2022 with the theme "Corporate TJSL synergy to accelerate the achievement of West Java SDGs, located in the Ballroom of the trans luxury hotel Bandung. PT Indocement Tunggul Prakarsa Tbk Palimanan - Cirebon won 4 awards simultaneously the Poverty Alleviation Award, SDG'S Award, Climate & Environmental Stewardship Award & Community Environmental Award. This award was handed over directly by the Governor of West Java, Dr.(H.C.).H.Mochamad Ridwan Kamil, ST., M.UD.(TBC) and received directly by Budiono Hendranata, the General Manager of Cirebon Factory Operations (Widjaja, 2023).



Figure 9. Award presentation to Indocement Tunggul Prakarsa Tbk by the Governor of West Java to Budiono Hendranata



Figure 10. Gold for Corporate Environmental Responsibility Award



Figure 11. Gold for Community Environmental Stewardship Award



Figure 12. Silver for Poverty Alleviation Award



Figure 13. Bronze for Sustainability Award



Nomor : 096/SE.ISSF/I/2023
Lampiran: -
Perihal : Pemberitahuan Kandidat Penghargaan Gold

Kepada Yth
Bimban PT Indocement Tunggal Prakarsa Tbk Unit Palimanan
Di Tempat

Dengan hormat,

Pertama-tama kami ucapkan terima kasih atas kesediaan dari PT Indocement Tunggal Prakarsa Tbk Unit Palimanan melakukan presentasi dan mengirimkan dokumen yang terkait Program CSR yang diajukan untuk mendapatkan penghargaan di ajang CSR & PDB Awards 2023.

Selanjutnya dari hasil penilaian dokumen dan presentasi yang dinilai juri serta ditetapkan dalam Rapat Pleno Penilaian, kami ucapkan selamat atas prestasi PT Indocement Tunggal Prakarsa Tbk Unit Palimanan untuk Program Program Pemanfaatan produk RDF UPS Bumdes sebagai substitusi energi di industri semen dalam rangka menurunkan emisi CO2 dan efisiensi energi fosil yang telah memenuhi syarat sebagai kandidat penghargaan dengan kategori Gold, sehingga mempunyai kesempatan untuk mengikuti tahap selanjutnya yaitu kunjungan/penilaian lapangan.

Kegiatan kunjungan/penilaian lapangan rencananya akan dilakukan pada rentang waktu 17 – 27 Januari 2023 dan perusahaan dapat memilih dalam interval waktu tersebut. Apabila perusahaan tidak melakukan konfirmasi dan tidak bersedia untuk dilakukan kunjungan/penilaian lapangan, maka kategori penghargaan tertinggi dalam ajang ini (Gold) akan berubah secara otomatis menjadi kategori di bawahnya.

Untuk lebih jelasnya terkait teknis kunjungan/penilaian lapangan dapat menghubungi panitia:

1. Jajang SM di nomor telepon +62 813 8951 0582
2. Fitri Suminar di nomor telepon +62 877 7559 0826
3. Salma Ajunpisa di nomor telepon +62 812 8157 4814

Demikian pemberitahuan ini dibuat, atas perhatian dan kerja samanya kami ucapkan terima kasih

Jakarta, 14 Januari 2023

Indonesian Social Sustainability Forum

Sudarmanto
Ketua Umum

Nurul Iman
Sekretaris Jenderal

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1. Ibu Ir. Widja Sulistyadi, M.Si (Direktur Pemberdayaan Desa dan Investasi Desa, Daerah Strategis dan Zonasentral, Kelompok PDPT)
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Website: www.issf.or.id email: sekretariat@issf.or.id

Figure 14. Notification of Gold Candidates

The maximum handling of the Waste Processing Unit resulted in an award from the Government, in this case, represented by the Ministry of Village PDTT (Village Economic Development and Investment, Disadvantaged Regions and Transmigration) to give an award as a candidate for the Gold award (Widjaja, 2023).

The field visit/assessment was conducted on Friday, January 20, 2023. The result was Gold for the Program to use RDF UPS BUMDES products as a substitute for energy in the cement industry to reduce CO2 emissions and increase efficiency in fossil energy.

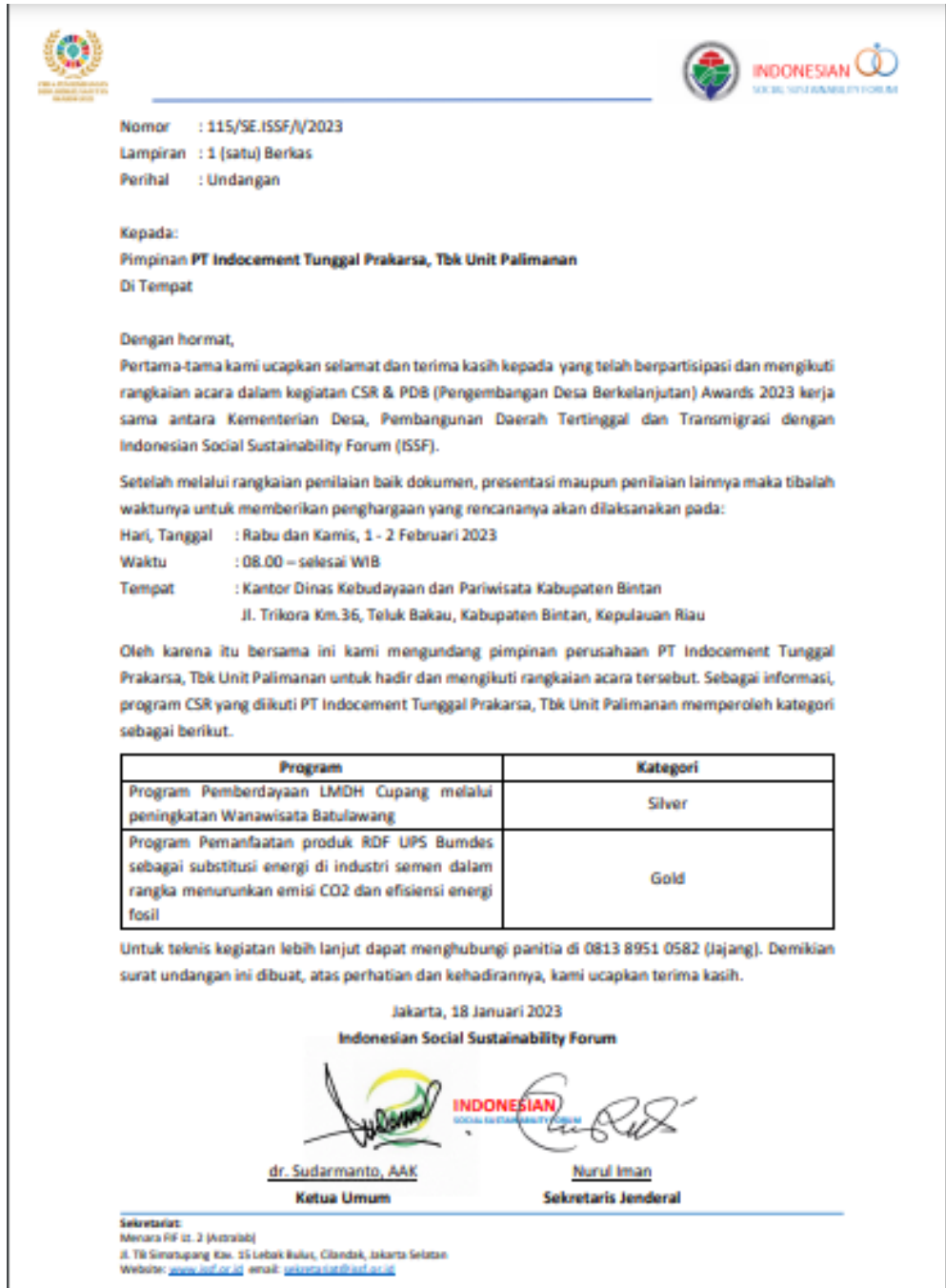


Figure 15. Gold award results for RDF (Widjaja, 2023)



Figure 16. Presentation of appreciation by Minister of Villages, Development of Disadvantaged Regions and Transmigration Dr. (H.C.) Drs. A. Halim Iskandar, M.Pd., to Indocement CSR represented by Rita Widjaja. (1/1/23) (Widjaja, 2023).



Figure 17. Gold & Silver Award Certificate (1/1/23)

For complete information about P.T. Indocement Tunggal Prakarsa Tbk's CSR, you can see it on I.G. myscrcirebon.

INTERVIEW

The following is a quote that the author (I shorten with P) got from an interview with the resource person (I shorten with N.S.) on January 13, 2023

Q: With Mrs. Rita Widjaja, yes.

NS: *That's right, sir.*

Q: Can you tell me what position the mother is in now?

NS: *I am Assistant to GMO for Management Representative (MR) and Corporate Social Responsibility (CSR) P.T. Indocement Tunggal Prakarsa Tbk Palimanan Unit.*

Q: Can you explain what is meant by Acting?

NS: *Before someone takes office at a higher level, they will get to act or test their abilities in a new place for six months. If not able to return to its original position.*

Q: What are your duties as the Assistant to GMO for M.R. and CSR?

NS: *one of his duties is to assist General Manager in leading and handling the CSR Section so that corporate social responsibility programs can be implemented and achieve targets.*

Q: Do you feel right and feel comfortable in this position?

NS: *Wow, I don't know. What I know in this position is very heavy. When I started acting in this position, the condition of the Company with six assisted villages could have been better in terms of communication and cooperation. This is a priority for the Company to handle. Restoring the less harmonious relationship between the Company and the six assisted villages. This is a tough task for me because I am a Chinese person with narrow eyes, a Christian, I don't wear a headscarf, and I am a woman. This is not included in the criteria for inmates who are predominantly Muslim. But I believe there will be a divine influence when I believe in a verse in Proverbs 21:1, which says, "The heart of a king is like a stream of water in the hand of the Lord. He sends it where He wants". And it turns out that God's word is proven, after all this time holding roadshows to villages, coupled with hard work and cooperation with good subordinates as well as divine Influence, a hard heart, rejection, and deadlocked communication can be resolved and produce a harmonious relationship with the Company. It doesn't stop there, and I often become a place to vent to people who think I have a solution to their problems. It's all because of a divine influence working through my life.*

Q: I heard that PT, Indocement recently received an award from the Governor of West Java. Can you tell me?

NS: *Yes, that's right; on Wednesday, December 22, 2022, as the culmination of the annual activity, the West Java CSR forum appreciated the realization of the CSR program that West Java's CSR partners had implemented during 2022 with the theme "Corporate TJSL Synergy to accelerate the achievement of West Java SDGs, located in the Ballroom of the trans luxury hotel Bandung. PT Indocement Tunggal Prakarsa Tbk Palimanan - Cirebon won 4 simultaneously in the Poverty Alleviation Award, SDG'S Award, Climate & Environmental Stewardship Award & Community Environmental Award. This award was handed over directly by the Governor of West Java, Dr.(H.C.).H.Mochamad Ridwan Kamil, ST., M.UD.(TBC) and received directly by Budiono Hendranata as General Manager of Operations of the Cirebon Factory. If needed, photos can be accessed on the mysrcirebon I.G. account.*

Is the information I have provided enough? I will add again that the UPS (Waste Management Unit)Tbk. The UPS (Waste Processing Unit) for BUMDES of West Palimanan Village has become active again, which was returned to BUMDES to manage on its own. Indocement has built this up since 2008. Still, since it has been managed independently, this UPS has not been optimal in producing waste (RDF-Refuse Derived Fuel), which comes from flammable waste and has a high calorific value, such as plastic paper, cloth, and rubber or leather. This RDF is sold back to Indocement as an alternative fuel. When I was appointed to hold UPS, I made major improvements to UPS and was monitored intensively, and human resources were made so that they had good knowledge and skills to carry out their duties. Processed waste of up to 6 tons per day is sold and reused by Indocement as a substitute for energy in the cement industry to reduce CO2 emissions and fossil energy efficiency.

P: All right, Mrs. Rita, thank you for the information provided, and ask permission to use the information obtained to complete the journal as an assignment for the Christian Leadership course. May I ask again if additional information is needed for a coursework assignment? Once again, I thank you for the time given for this interview. I congratulate you on the success of P.T. Indocement Tunggal Prakarsa, Tbk

Additional information from NS, January 18, 2023

Received a letter from the Indonesian Social Sustainability Forum regarding the Notification that P.T. Indocement Tunggal Prakarsa, Tbk, as a Gold candidate for the Utilization of RDF UPS Bumdes Product Program category as a substitute for energy in the cement industry to reduce CO2 emissions and increase efficiency in fossil energy.

Additional information from NS, January 20, 2023

On this day, a visit/survey was carried out by the Indonesian Social Sustainability Forum assessment team with the result of being awarded a Gold award for the Utilization of RDF products.

Additional information from N.S., February 1, 2023

Presentation of appreciation by Minister of Villages, Development of Disadvantaged Regions and Transmigration Dr. (H.C.) Drs. A. Halim Iskandar, M.Pd. to Indocement's CSR

CONCLUSION

A leader has the capacity from God and accepts responsibility from God to influence a specific group of God's people toward God's purposes for that group. God gives gifts to leaders to lead and manage those under his Influence (Tedjo, 2021). Democratic Leadership combined with Christian Leadership which has divine Influence, is very appropriate to answer the problems that arise at P.T. Indocement Tunggal Prakarsa Tbk Palimanan Cirebon unit. Leadership now has its color compared to previous Leadership

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