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THE LOCAL AND EXPATRIATE LEADERSHIP STYLES IN THE IN INDONESIAN COMPANIES: A QUALITATIVE FINDING

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ARTICLE INFO	ABSTRACT
	A leader is a crucial factor in the life of an organization. The progress of an organization depends on the extent to which the leader can bring the organization to achieve organizational goals. What emerges is the quality of foreign workers (expatriates). Many expatriates have quality and competences under local workers. The aim of this study is to know and analyze the problem of foreign workers, whether they are capable of working in accordance with competence since many positions as expatriates occupy leaders or managers. The research method uses a qualitative approach with respondents of local workers who have ever been led by expatriates and locals. The approach used in this study is a qualitative approach; the sampling method uses purposive sampling. The result of this study reveals that local leaders are more effective (than expatriate ones) due to the same culture and language. Expatriate leaders and local leaders have a different working culture that is brought from their own country so that they have their strengths and weaknesses resulted from their leadership style or the way they lead their subordinates.

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1. Introduction

The consequence of the globalization era and free trade is that products and services from foreign countries enter and overwhelm the Indonesian market as well as expatriates who work in Indonesia. According to the Investment Coordinating Board (BKPM), foreign direct investment entering Indonesia has increased in the last five years. As of December 2018, total foreign direct investment reached IDR392.7 trillion, up around 28 percent compared to 2014, which was IDR 307 trillion (BKPM, 2018).

Based on our observation, before the ASEAN Economic Community is implemented, there have been many expatriates working in Indonesia, even expatriates from non-ASEAN countries. Expatriates from China, Japan, and South Korea are dominant expatriates working in Indonesia. Just see in Jakarta, Tanggerang, and Cikarang, we will frequently see the citizens of China, Japan, and South Korea in the shopping center of those areas, even many South Korea citizens establish Korean minimarkets, barbershops, and restaurants. Many expatriates contribute to investment in Indonesia.

Indonesia as a country that is trying to attract foreign investment has been developing its infrastructures so as to invite many investments to enter Indonesia. One of the impacts is that many foreign companies which have entered Indonesia employing expatriates. Based on the data from the Investment Coordinating Board (BKPM), the country making the most investment in Indonesia is Singapore, followed by Japan, Hong Kong, China/Tiongkok, and South Korea. It means Chinese and Hong Kong companies, which are parts of China, are making expansion to Indonesia. Therefore, it is reasonable that now many expatriates from China go to Indonesia.

Table 1 Number of Expatriates in Indonesia

No	Country of Origin	Number
1	China	24.804
2	Japan	13.540
3	South Korea	9,521
4	Malaysia	4.603

Source: Ministry of Manpower 2017

Worries about the influx of foreign workers from China have become a reality with the existence of many Chinese and Hong Kong companies, as well as from Taiwan and Macao. Singapore is also dominated by citizens of Chinese descent, where the population of China is more than 1 billion, making citizens of China spread all over the world. The number of expatriates based on the data from the Ministry of Labour in 2014 is 64,604 people occupying such positions as Professional, Consultant, Manager, Director, Supervisor, Technician, and Commissioner. In 2017 the number increased to become 85,974 people. (Ministry of Manpower 2017).

The government, through the Ministry of Manpower indeed has made a rule for foreigners who will work in Indonesia in Law Number 13 the Year 2003 concerning Employment as well as in the ministerial regulations. Likewise, Immigration authority may give a limited stay permit and issue either Limited Stay Permit Card or Permanent Stay Permit Card. The Ministry of Manpower has determined the requirements and the occupations or positions which are permitted to be occupied by expatriates. The problem is how far the Ministry of Manpower is able to implement the rules. In practice, many violations make foreign workers fail to get permits or abuse of work permits, not matching the position and occupation as ruled by the Ministry of

Manpower in the Permit to Employ Foreign Workers. It is here that the role of the Ministry of Labour and Immigration authority as the front guard in the supervision of foreign workers be staked. But ironically, the supervision of foreign workers by the Ministry of Manpower is still weak due to the limited number of supervisory personnel specific for handling foreign workers. The Immigration authority finally becomes more dominant in supervising foreign workers, although the task of Immigration authority is actually supervising all foreign people in Indonesia. In order to attract more investment, the government has issued Presidential Regulation of the Republic of Indonesia Number 20 the Year 2018 concerning Foreign Workers, but this regulation also clarifies that in order to enter Indonesia, foreign workers must fulfill the prevailing rules.

Study in Singapore forms Pei-Chuan Wu, Siah Hwee Ang   (2011) With an expatriate can benefit expert knowledge transfer and learn to manage multicultural. Management of overseas subsidiaries is paramount to the company because the views, experiences, expertise, and performance of expatriate managers are essential to competitiveness, expansion, and ultimate success of a company Hsiu-ching Ko (2015).

Caligiuri and Tarique (2009) argue that leaders who can manage in a complex, changing, uncertain, and ambiguous global environments are essential to the company's future effectiveness. A company able to develop and deploy effective global leaders gain global competitive advantages in the future Caligiuri (2013)

Based on pre-surveys with interviews with HRD managers in three companies. The problem that emerges is the quality of foreign workers. Many expatriates have quality and competences under local workers. This causes jealousy among local workers. Foreign workers are paid higher and provided with facilities more sufficient rather than local workers. It is mentioned in the regulation that an expatriate should transfer their knowledge to local workers, but in reality, many local workers transfer their knowledge to expatriates instead. In developing both Planned Use of Foreign Workers and working permit assistant staff must be involved in order that expatriates will transfer their knowledge to local workers. The Ministry of Labour, as the front gate for foreign workers, must select properly those who want to enter and work in Indonesia by implementing the rules as required. Don't let foreign workers who do not have knowledge and competence enter Indonesia while there are still many unemployed local people who actually may fill in the available vacancies.

Leadership is an essential thing in a company. Every company has a different leadership style, among others depending on the type of person who leads in the company. Leadership can also determine the success of the company led by that person. There are several aspects of leadership that can affect whether an organization is successful or not; one of them is work discipline since it can develop a good leadership style. In addition, if a leader has a work discipline, then it will have a good impact on the employees of the company because they will imitate the work discipline from their leaders.

Every leader has to determine the vision and mission of the company so as to be the foundation in running the company. If leaders do not have vision and missions, then

the company will not run as targeted. In addition, it will make the company inefficient in performing the company's activities. Therefore, an efficient leadership style is much needed to run a company. Every company must have a good leadership form superordinates as well as subordinates in order to achieve the goals predetermined by the company.

Advanced companies are those succeeding in having a leader with an effective leadership style. With an effective leadership style, the company can build a communicative work relationship among the employees, both with the superordinates and subordinates. A communicative working environment can improve the work discipline of each employee to perform their job.

According to Hanan Al Mazrouei (2015), factors such as communication skills, quality of team building, and ability to deal with local residents were found to have a significant influence on the adjustment and success of expatriates in managing UAE organizations.

According to Zhen Zhang at ell (2017), Based on the research of expatriate managers as well as their subordinates, colleagues, and supervisors, we found that the humility of expatriate managers is positively related to their participatory leadership which in turn is associated with better and higher work adjustments managerial performance in each host country.

Most companies employ expatriates because of the lack of availability of management and technical skills in some countries, and also the objective of control of local operations. Suutari & Brewster (2001). Managing across cultures is vital for international business success, and managers need to make decisions in a way that accommodates the local culture in which they are posted. AlMazrouei & Zacca (2015).

From this background, the researchers identify the problem where the managerial positions that indeed can be occupied by local Indonesian workers, but the positions are occupied by expatriates instead.

2. Literature Review

The word leadership literally comes from the word lead. The word lead has some meanings as to direct, coach or regulate, guide as well as show or affect. A leader has physical and spiritual responsibilities on the success of the work activities of those he/she leads. So, it is not easy to be a leader and everyone will not be same in performing their leadership.

According to Thoha (2010), leadership is an activity to affect other persons' behaviour, or the art of influencing human behavior both individuals and groups. Leadership is one of the essential factors of an organization because the success or failure of an organization is much determined by the leadership of that organization.

Terry (2010) defines leadership as the activities to influence people to be directed toward achieving organizational goals. Leadership comprises the process of influencing in determining the organizational goals, motivating the followers' behavior to achieve the goals, influencing to improve the group and its culture.

From various definitions that leadership is the art of how it can influence people to achieve organizational goals. the success of the organization lies with the leader.

Leadership Style

According to Thoha (2012) leadership style is divided into four types, namely:

a. Directive leadership style, that is the leadership style where subordinates know surely what is expected from them and briefing specially given by the leader. In this model there is no participation from subordinates.

b. Supportive leadership style, that is the leadership style where the leader has willingness to explain by himself/herself, be friends, easy to be approached and has genuine human concern for his/her subordinates.

c. Participative leadership style, that is the leadership style where the leader tries to ask and use suggestions from his/her subordinates, but the decision making is still in his/her hand.

d. Achievement-oriented leadership style, that is the leadership style where the leader establishes a series of challenging goals for his/her subordinates to take part. The leader also gives his/her confidence to them that they are able to perform the job to achieve the goals in good ways.

Expatriate's Leadership Style

The cross-cultural leadership style implemented by expatriates is influenced by some factors. Luthans (2006) reveals three factors which affect cross-cultural leadership, namely personal values, leader's background and interpersonal abilities. Yukl (2010) also explains the factors influencing cross-cultural leadership such as national culture variable and situational variable. Lovvorn and Chen (2011) explain another factor that influences cross-cultural leadership style, namely the experience in international assignment.

An expatriate is a worker who works in an area which is not the area where he/she is registered as resident. Many multinational companies use expatriates to ensure the company's effectiveness of operation in line with the head office policy. In general, an expatriate can also be employed to develop the international abilities in the organization. An experienced expatriate can become the source supporting the organization to grow more global.

Types of Expatriates

The types of expatriates can be distinguished based on their duties because not all individuals who work as expatriates have the same duties.

a. Voluntary Expatriates

They want to work overseas for a certain period in order to develop their individual career. Frequently such an expatriate is voluntarily employed in a short term less than one year so they may have experiences with other cultures.

b. Traditional Expatriates

They are professionals and managers assigned to work overseas for one to three years. Subsequently they are rotated to work at the head office.

c. Career-developing Expatriates

They are assigned overseas to develop the company managerial capability. They may work in rotation for one to three times in different countries, so that they can develop deep understanding of international operation.

d. Global Expatriates

They move from a country to another. They more frequently work internationally rather than working in their home country.

Problems of Expatriate

There are some big problems faced by expatriates when they are assigned to another country. First, inability to adapt to

different cultural. Second, Inability to adapt to the social environment Third, other problems related to family. Fourth, immature behavior or emotion. Fifth, inability to be accustomed with the overseas job responsibility. Sixth, poor technical competence. And seventh, low motivation to work overseas.

Cross-cultural leadership is defined as the ability of a leader to influence and motivate members of different cultural groups assessing the achievement of results by referring to the sharing of knowledge and meaning of systems from different cultural groups, Akiga & Lowe (2004). The difference between cross-cultural leadership and traditional leadership lies in the cultural differences that are faced, as well as considering the cultural differences that exist in the leadership process. Akiga & Lowe (2004).

Another problem is that it needs time for adaptation. However, the work period is too short. There are some other factors that also affect the failure such as thinking of the opportunity to return to the home country, too much emphasis on the criteria of technical competence and negligence of the others, and insufficient training.

3. Research Method

The approach used in this study is qualitative approach (qualitative research). Moleong (2007) defines qualitative methodology as the research procedure which results in descriptive data in the form of written or oral words from people and behavior that can be observed. This approach is directed to the holistic background of individuals. So, in this case, individuals or organizations must not be isolated into variable or hypothesis. Instead, it is necessary to regard it as part of a whole. A qualitative research observes

people in an environment, interacts with them and interprets their opinion about the surrounding world.

Specifically this qualitative research is directed more to the use of case study method. Qualitative approach can also be called *case study* or *qualitative study* that is a deep and detailed research on everything related to the research subject. Case study can be defined as a technique to study an individual in depth to help make a good self-adaptation.

In this study, to make the execution directed and systemastic, then the research stages are developed.

During the process of this survey the researchers do a field study of the research background, looking for data and information. The researchers also try to find scientific confirmation through literature (book) search and research-support references. In this stage, the researchers devise the study including the outline of research method to be used. In this case, the researchers enter and comprehend the research background in order to collect data. The researchers make a series of qualitative data analysis process up to the interpretation of the obtained data. In addition, the researchers also go through the process of data triangulation compared with the theory from literature. The last stage is evaluation and reporting stage.

Research Subject

Research subject is the object, thing or organization to which the data or research variable at issue is attached. No research can be conducted without the existence of research subject. As we know, a research is conducted because there is a problem to be solved; the aim and objective of a research is to solve the problem. This is done by

collecting data as much as possible from informants. In this research, resouce extraction the data source is taken using "purpose sampling" technique. Purposive sample is the sample chosen because it is indeed a source and rich with information about the phenomena to be studied. This sampling is based on the researchers' choice on what aspect and who will become the focus in certain situations and at this time continuously along the study, the sampling is purposive depending on the focal objective at a certain time. In this study, the subject is the workers who have ever been led by an expatriate and local. Data were collected from interview with 10 worker and have criteria must be experience led by an expatriate and local. Participants from several companies in financial services, manufacturing, restaurants, telecommunications and distributor companies.

Methods of Data Collection

To obtain the necessary data for this study, the techniques that will be used interview. Interview is a conversation with a certain intention. The conversation is done by two parties, namely the interviewer who asks questions and the interviewee who gives answers on the questions Moloeng, (2007). Interview is used to communicate with the research subject so as to obtain the necessary data. This technique of in-depth interview is directly obtained from the research subject through a series of questions and answers with the parties directly related to the subject matter. In this research, the interview is done using guided free interview. It is the way to ask questions freely, meaning that the questions are not fixed in the interview guidelines on basic problems of research and can be developed in accordance with the

condition in the field. To conduct this interview the researchers bring the guidance containing only the outline of the things to be asked.

Research Instruments

Research instrument according to Arikunto (2006) is a tool aid for a researcher to collect data

In developing the supporting instruments, Arikunto (2006) says that the selection of method to be used by the researchers is determined by the research goals, research sample, location, executor, cost and time, and the data to be obtained. Based on the goals, this study uses interview and observation as the methods. After having determined the method to be used, the researchers develop the data-collecting instrument to collect necessary data.

The second instrument in this study is the method of interview. In general, the development of data-collecting instrument in the form of an interview guide.

Interview Guide Grid

Furthermore, before conducting the interview the researchers make interview guide grid first.

In making a guide statement researchers refer to several leadership theories from Thoha (2012), Yulk (2010), Robbins (2016).

Data Validity Test

To test the validity of obtained data so as to be in accordance with the aim and goals of research, the researchers use triangulation technique. Data triangulation is a technique for examining data by taking advantage of something else outside the data for the purpose of data checking or comparison Moleong, (2007). The triangulation used in this study is the triangulation with source and method, which means comparing and checking the degree of confidence of the information obtained through different time

and tools in qualitative method. Moleong, (2007).

Table 2 Interview Guide

Leadership Style	Indicator
Authoritarian	Are leaders/superordinates from expatriate more authoritarian than those from local/ Indonesian workers?
Democratic	In making decisions, do the leaders/superordinates discuss with their subordinates?
Laissez Faire	Do the leaders/superordinates give freedom to work?
Directive	Do the leaders/superordinates give clear direction?
Supportive	Do the leaders/superordinates support their employees' work?
Participative	Do the leaders/superordinates participate and work together with their subordinates?
Motivating	Do the leaders/superordinates give motivation to their subordinates?
Mediator	Can the leaders/superordinates become mediator when there is a conflict among employees?
Communicator	Can the leaders/superordinates communicate well with all people?

Source : Primary Data 2019

This can be achieved by the researchers in the following ways:

a. Comparing the data of observation and the data of interview;

b. Comparing what people say to public and what they say personally.

c. Comparing the condition and perspective of someone with various opinions and the opinion of the people like those having higher education or expert in the field being studied.

Another technique of validity test used by the researchers is the extension of participation. According to Moleong (2007) the extension of participation means the researchers stay in the research field until reaching the saturation of data collection. In this case, the researchers extend or add time for interviewing and observing both subjects so that the data reach the saturation.

Data Analysis Technique

Data analysis according to Moleong, (2000) is the process of arranging the data sequence, organizing it in a pattern, categorization, and basic description unit. According to Moleong, (2007) data analysis is an effort made by working with data, organizing data, sorting it out to become manageable unit, synthesizing it, searching and finding a pattern, finding what is important and what is studied, and deciding what can be told to other people.

The data analysis technique used in this study refers to the concept of Milles & Huberman (1992) namely interactive model that classifies data analysis in three steps:

a. Data Reduction. Data reduction is a process of pemilahan, focusing attention on simplification, abstraction and transformation of rough data resulted from the written notes in the field.

b. Display Data. The data is arranged in such a way that gives possibility for making conclusions and taking actions. The form commonly used in the previous qualitative data is narrative text.

4. Result and Discussion

Based the interview with the participant it can be concluded that we need to know the effectiveness of local and expatriate leadership. The conclusions are mentioned in Table 3 and 4.

The following is a conversation between researcher (R) and respondent (P):

(R) According to your opinion, are expatriate leaders/superordinates more authoritarian than the leaders/superordinates from local/Indonesian workers? Explain and give example of implementation?

(P) Yes. More authoritarian. For example, expatriate leaders prioritize more on performance. Local leaders see the performance but not always.

(R) Do you think that in making decisions leaders/superordinates discuss with subordinates? Explain and give example.

(P) It depends on what is necessary. Both (local and expatriate leaders) will do it if there is something they do not understand, but if they have understood they will not discuss. Both expatriate and local leaders are the same in making decisions, depending what they need. Not all decisions will be discussed.

For example: budgeting will not be discussed They calculate by themselves. However, for field operations they will discuss with their subordinates.

(R) Do you think that the leaders/superordinates give freedom to work?

(P) Both expatriate/local leaders give freedom to work. They do not determine in detail. If they assign a work they will not interfere. However, some people feel they do not give freedom. When they are assigned a work, sometimes the leaders intervene or revise it. It depends on which department is assigned a work. In this case, Mr. Charlie Jogou is in the department that gives freedom to work

These results are based on interviews with participant according to indicators in the Interview Guide.

Table 3 Summary of Interview Result

Local Leadership	Expatriate Leadership
In making decisions, local leaders prioritize discussion between the leader and the employees to reach a decision and to solve problems.	Expatriate leaders are more assertive in making decisions without any discussion with the employees.
Local leaders understand more the condition and character of people in this country.	The way expatriate leaders lead is discussed first and then make decisions together.
Local leaders are more relaxive, having stronger bureaucracy. Difficult to accept others' idea when working in an Indonesian company.	Expatriate leaders tend to be perfectionist for the matters of work discipline and company advancemenet.
Local leaders are more intimate with the employees because of the same language.	Expatriate leaders are more open. For example, when I propose my idea or suggestion they 'accept' it. It is not directly executed but accommodated first.
Local leaders are not so careful with details; less ready to make decisions. Familiar with peers but less *respectable.* Familiar with the work environment of Indonesia.	Expatriate leaders have better work ethos and system.
Local leaders prioritize more on the common interests. In organizing a meeting or discussion, local leaders give more chance to their members to deliver their idea so that the decision is made based on concensus.	Local leaders have a better work culture. Disciplined, working orderly and tend to be faster.
	Attention to details - Ready to make decisions - Familiar with peers but still *respectable* - Not so familiar with work environment of Indonesia
	Expatriate leaders are not authoritarian because they are just the intermediary with overseas clients.

Source : Primary Data 2019

Making conclusions (Verification). This study will reveal the meaning of the collected data. This data will result in a tentative, vague, awkward, and dubious conclusion, so the conclusion needs to be verified. The verification is done by reviewing both the data reduction and the data display so that the conclusion is not deviating.

In a simple way, a leader is said to be effective if he/she can achieve the predetermined goal and target. According to Colquitt, LePine and Wesson (2015: 448), effectiveness is determined by the tactics in the way a leader influences others.

There are three elements affecting the effectiveness of leadership that can make a leader more effective than others, namely the optimum selection style of decision making, optimum mix of daily behaviors, and optimum mix of transactional and tranformational behaviors. Colquitt, LePine and Wesson,(2015: 466).

The effectiveness of leadership is indicated among others by the leader's traits in the dimensions of intelligence, personality and abilities . Ivancevich, Konopaske and Matteson, (2008: 416).

One indicator of leaders is more effective if they are able to communicate well. The results of this study that expatriate leaders are less able to communicate and less able to become mediators due to cultural and linguistic differences. This is in accordance with the study of Hsiu Ching Ko, cultural intelligence, communication skills, professional knowledge and skills, and English-speaking ability were the most important skills an expatriate manager should possess and integrate to lead culturally diverse subordinates. Hsiu-ching Ko (2015).

Decision making style can also influence between expatriate and local workers are different, expatriates must attend training as in research by Hanan A Mazrouei (2016) Training incultural differences, especially those relating to decision-making, is important, given the strong traditional methods of making decisions in organizations. Expatriate managers who are able to adjust their decision-making styles are more closely aligned with the local culture and stand more than a chance of meeting with success.

5. Conclusion and Suggestion

Both expatriate leaders and local leaders, in general, are effective in leading an organization. Expatriate leaders are effective in discipline, details, and target achievement. Local leaders are effective in communication.

Every company has different leadership. However, the leadership is surely based on the adaptation made by the leader to the organization. Therefore, a leader should not only be able to oversee the performance of his members but should also be able to identify the character of each of his members to know the appropriate leadership style.

A leader has an important role in helping and managing his subordinates. The leadership style in a company is important in handling various subordinates and affects the advancement of the company.

The difference faced by local and foreign companies is how a leader leads his/her subordinates to achieve the company's vision and missions. There are many differences, such as how a leader directs his/her subordinates, gives the assignment to his/her subordinates, overcomes the problems in the company he/she leads.

In every decision making, communication, cooperation, conflict, and other things related to work, there must be a contribution from both superordinates and subordinates to achieve the company's goals. In addition, a leader/superordinate must know the company's situation so as to develop a suitable leadership style to be implemented in that situation.

From the results of this research, it is recommended that the government should apply regulations by which expatriates working in Indonesia must fulfill the requirements of good competence so as to be able to transfer the beneficial knowledge to local employees. Not those who just graduated from university but those who have experienced so that they can lead local workers.

The company must provide pieces of training for expatriate managers, study not only corporate culture but also the culture of the area where they are assigned.

If expatriate managers have better competence, local workers must be willing to learn from them.

The limitations of this study do not confirm expatriate workers and varied work experience. For further research can be improved in terms of methods, respondents, and theories.

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