

The Meaning Of Leadership in Building Organizational Members' Motivasion: A Qualitative Study of Pik-R Perisai Nusantara at UNP Kediri

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Abstract

Research aim: This study aims to describe the leadership style implemented within the PIK-R Perisai Nusantara organization, to explain how organizational members interpret and give meaning to this leadership style, and to explore the role of leadership in enhancing members' motivation within a student organization engaged in adolescent counseling.

Design/Method/Approach: This study employed a qualitative approach using a phenomenological method. Data were collected through in-depth interviews, observations, and documentation involving organizational leaders and members of PIK-R Perisai Nusantara at Universitas Nusantara PGRI Kediri. The data were analyzed by identifying themes and meanings derived from the participants' lived experiences.

Research Finding: The findings indicate that leadership whithin PIK-R Perisai Nusantara is perceived by members as participative, communicative and supportive, emphasizing role modeling and emotional closeness authority in decision-making, but as a process of guidance and personal engagement. This leadership style plays an important role in fastering members' motivation, particulary intrinsic motivation, as reflected in increased participation, commitment, and a sense of belonging to the organization.

Theoretical contribution/Originality: This study provides a theoretical contribution by enriching the understanding of leadership meaning from a phenomenological perspective within the context of student organizations. The originality of this research lies in its examination of leadership as a lived experience that shapes members' motivation in student organizations focused on adolescent counseling, an area that has received relatively limited attention in previous studies.

Practitionel/Policy implication: The findings of this study provide practical implications for student organization leaders and university stakeholders in developing leadership approaches that emphasize participation, communication, emotional support in order to enhance members' motivation and ensure organizational sustainability.

Research limitation: This study is limited to a single study is limited to a single student organization; therefore, the findings cannot be broadly generalized. Future research is recommended to examine the meaning of leadership across various types of student organizations or within different institutional contexts.

Keywords: Leadership; member motivation; student organization; phenomenology; PIK-R

1. Introduction

Leadership plays a crucial role in maintaining organizational sustainability and effectiveness, particularly in student organizations that rely heavily on voluntary participation and members' intrinsic motivation. In this context, leadership is not merely understood as formal authority, but also as the ability to build interpersonal relationships, create effective communication, and foster members' enthusiasm and commitment in carrying out organizational activities. This becomes increasingly relevant in organizations engaged in social work and adolescent counseling, which require high levels of emotional sensitivity and personal involvement [1]

Numerous previous studies have examined leadership styles and their influence on members' motivation and performance across various organizational contexts. Research findings indicate that participative and supportive leadership styles are generally associated with higher levels of motivation, commitment, and member engagement. However, most of these studies employ quantitative approaches that focus on measuring variables, thus providing limited insight into how organizational members subjectively experience, understand, and give meaning to leadership in their everyday organizational lives.

Within student organizations, particularly those focused on adolescent counseling, leadership functions not only as a decision-making mechanism but also as a relational process rich in meaning. Members' experiences, perceptions, and emotions shape how leadership influences their motivation and involvement in organizational activities. Nevertheless, studies that examine the meaning of leadership from the perspectives of student organization members using a qualitative phenomenological approach remain relatively limited.

Based on this context, this study seeks to address the existing research gap by examining the meaning of leadership within PIK-R Perisai Nusantara, a student organization at Universitas Nusantara PGRI Kediri that focuses on adolescent counseling. Through a phenomenological approach, this research aims to understand leadership as a lived experience as perceived by organizational members, as well as to explore how leadership contributes to the development of members' motivation.

Specifically, this study aims to: (1) describe the leadership style implemented within the PIK-R Perisai Nusantara organization; (2) explain how organizational members interpret and give meaning to this leadership style; and (3) explore the role of leadership style in enhancing members' motivation. The findings of this study are expected to contribute theoretically to the development of meaning-based leadership studies and practically to the management of student organizations by promoting more humanistic and motivating leadership practices.

1.1. Statement of Problem

This study examines the meaning of leadership in fostering member motivation within PIK-R Perisai Nusantara, a student organization engaged in adolescent counseling at Universitas Nusantara PGRI Kediri. As an organization that relies on voluntary participation, sustaining members' motivation constitutes a significant challenge, particularly when organizational activities require emotional involvement and personal commitment. In this context, leadership plays a strategic role in shaping how members interpret their roles and

responsibilities and in determining the sustainability of their engagement in organizational activities.

Leadership within student organizations is not exercised solely through formal authority but is manifested through daily interactions, communication patterns, and interpersonal relationships between leaders and members. Differences in leadership styles and approaches may influence how members perceive leadership and their level of motivation to contribute to organizational goals. Nevertheless, studies that explore leadership from the perspective of members' subjective experiences remain relatively limited, especially within student organizations focused on adolescent counseling.

Therefore, this study aims to understand how leadership is practiced and interpreted by members of PIK-R Perisai Nusantara, as well as how leadership contributes to the development of members' motivation. By adopting a phenomenological approach, this research seeks to explore members' lived experiences and the meanings of leadership as directly experienced within the organizational context.

1.2. Research Objectives

This study aims to examine leadership within the PIK-R Perisai Nusantara organization from the perspective of organizational members. Specifically, this study seeks to:

- a. describe the leadership style implemented within the PIK-R Perisai Nusantara organization;
- b. explain how organizational members interpret and make meaning of the leadership style they experience within the organization;
- c. explore the role of leadership in enhancing members' motivation to participate in and remain committed to organizational activities.

The findings of this study are expected to provide a deeper understanding of leadership as a meaningful and experiential process within the context of student organizations, particularly those engaged in adolescent counseling.

2. Method

This study employed a qualitative approach using a phenomenological method to understand the meaning of leadership in fostering motivation among members of student organizations. The phenomenological approach was chosen because it allows for an in-depth exploration of organizational members' lived experiences, perceptions, and subjective interpretations of leadership practices encountered in their everyday organizational activities.[2]

The research was conducted at Universitas Nusantara PGRI Kediri, focusing on PIK-R Perisai Nusantara, a student organization engaged in adolescent counseling. The participants consisted of organizational leaders and active members who were directly involved in the implementation of organizational programs and activities.

Data were collected through in-depth interviews, observation, and documentation. In-depth interviews were conducted to obtain comprehensive insights into members' experiences and perspectives regarding leadership and motivation within the organization. Observations were carried out during organizational activities, such as meetings and program

implementations, to capture leadership interactions and organizational dynamics. Documentation served as supporting data, including organizational archives, work programs, and activity reports.

The collected data were analyzed qualitatively through data reduction, categorization into themes, and interpretative analysis to identify the essence of leadership as perceived by organizational members. Data credibility was ensured through source and methodological triangulation to enhance the consistency and trustworthiness of the research findings.

In addition, this study also presents the demographic characteristics of the six informants involved in the research.

Table 1. Informant characteristics

Name			Age	Gender	Division/Position
Cindy Saputri Rajaka	Avitaselly Bambang		22 Years old	P	Chairperson
			19 Years old	L	Vice Chairperson
Dea Yolanda Cindya Putri			21 Years old	P	First General Treasurer
Anggun Oktavia Maharani			22 Years old	P	Second General Treasurer
Aliifah Rahmadhani			21 Years old	P	Head of HR Development Division
Adimas Bagus Putra Setiaji			21 Years old	L	Head of Advocacy Division

3. Results and Discussion

Based on the results of interviews, observations, and document collection within PIK-R Perisai Nusantara, the researcher identified several important findings related to leadership and member motivation within the organization. These findings indicate that organizational dynamics are influenced not only by the leader figure but also by internal factors within each member.

First, the motivation of members of PIK-R Perisai Nusantara does not solely depend on the presence of a leader. Many members demonstrate enthusiasm driven by personal intentions, a need for self-development, and a desire to contribute to the organization. This indicates that intrinsic motivation plays a significant role in sustaining organizational activities.

Nevertheless, leadership remains a highly determining factor. Leaders have a strong influence in shaping the organizational climate, creating a sense of comfort, and maintaining consistency in organizational direction. For instance, leaders who are less communicative or less capable of managing emotions may negatively affect members' enthusiasm. Therefore, effective leadership is essential in maintaining motivational stability and a sense of togetherness within the organization.

Another finding shows that the Chairperson of PIK-R Perisai Nusantara applies a structured leadership style. This pattern begins with decision-making by the Chairperson,

which is then communicated to the Vice Chairperson, followed by Division Heads, and subsequently to all members. This structure is considered more effective than direct instructions from the Chairperson to members without intermediaries. In addition to maintaining orderly communication flows, this method conveys a sense of professionalism and organizational order.

Furthermore, this hierarchical structure has a positive impact on internal relationships among the core management. Interactions between the Chairperson, Vice Chairperson, and Division Heads become more intensive, creating more harmonious coordination. At the same time, members feel more comfortable and confident in expressing themselves because they interact directly with Division Heads, who are perceived as closer both hierarchically and emotionally.

Overall, the leadership style implemented produces several impacts on members, as follows:

1. Positive Impacts

a. More systematic and directed communication

The implementation of a tiered communication flow from the Chairperson to Division Heads ensures that information delivery is more organized. This structure helps minimize misunderstandings and ensures that instructions are clearly received by members.

b. Strengthening internal relationships among core administrators

A structured leadership pattern provides opportunities for the Chairperson, Vice Chairperson, and Division Heads to coordinate more frequently. This communication intensity fosters solid working relationships and facilitates task completion.

c. Increasing members' comfort in expressing opinions

Because most directions are conveyed through Division Heads who are closer to members, the organizational atmosphere becomes more open and friendly. Members feel more confident in expressing opinions, needs, and concerns.

d. Encouraging professionalism in organizational management

A clearly organized leadership system creates the impression of a well-managed organization capable of conducting activities seriously. This positively impacts the image of PIK-R Perisai Nusantara as an active and well-directed youth organization.

e. Enhancing motivation through clear role distribution

Clear tasks and responsibilities at each level help members work more purposefully. By understanding their respective roles, members' motivation increases and tasks can be carried out more optimally.

2. Negative Impacts

a. Potential delays in information delivery

Because messages must pass through several levels, information dissemination may take longer. This condition can sometimes hinder quick responses in situations requiring immediate decisions.

b. Risk of message distortion along the communication chain

Instructions or decisions conveyed through multiple levels are susceptible to shifts in meaning if not communicated accurately. The lack of written documentation may increase the risk of misinterpretation.

c. High dependency on the role of Division Heads

The effectiveness of member management largely depends on the performance of Division Heads. If a Division Head is less active or inconsistent, members may lose direction and coordination may be disrupted.

d. Emergence of communication distance from the Chairperson

Due to the presence of intermediaries, some members may feel less comfortable interacting directly with the Chairperson. This may create the impression that their opinions are difficult to convey personally.

e. Limited adaptability in situations requiring rapid decision-making

A layered structure tends to slow down decision-making processes. In certain situations requiring flexibility and spontaneous action, this system may be perceived as overly rigid.

Questions addressed to the Chairperson of PIK-R Perisai Nusantara and the corresponding responses.

Table 2. Interview Questions and Sources

Questions	Answers
What was your initial motivation for joining PIK-R?	My motivation for joining PIK-R was mainly to expand my network and gain experience.
Who was the figure or role model that motivated you before joining PIK-R?	I was motivated by friends within the same organization, especially the previous Chairperson, Arinta.
How was your relationship with the previous chairperson?	My relationship with the previous chairperson was quite good and relatively close, which motivated me to remain active in the organization.
How is your relationship with the members?	soo far, communication with members has been quite good. We are able to find various solutions when facing obstacles or organizational problems.
What memorable experiences have you had with the members?	One of the most memorable experiences was during committee activities, as it required a lot of time and effort to gather members who were willing to be involved. On the negative side, there were differences of opinion, but nothing beyond that.
How do members usually respond when you provide direction or guidance?	Members do not always accept directions immediately. In many cases, they provide suggestions or feedback regarding decisions that are made.
How would you describe your current leadership style?	My leadership style tends to emphasize adherence to rules, as there are still members who lack discipline in completing their tasks.
What does leadership mean to you?	For me, leadership means being able to unite diverse perspectives without underestimating anyone's opinions and embracing all members together
What is the influence of your leadership style on yourself?	My leadership style has helped me manage my time better.
Do you think the leadership style you currently apply is effective for the members?	believe my leadership still needs improvement. I have not been firm enough with new members, mainly because they are still in the process of learning organizational rules and responsibilities.
Has your current leadership approach increased members' motivation?	Overall, I believe my leadership has been quite effective, as organizational activities and events continue to be carried out properly.
In your opinion, what factors can better enhance motivation?	On my view, motivation can be enhanced by advancing the organization and accommodating more ideas from students, especially since most members of PIK-R come from guidance and counseling backgrounds.
What factors tend to decrease motivation?	When my motivation decreases, I remind myself that I have responsibilities that must be fulfilled.
What type of motivation do you consider most effective?	believe motivation should not be applied in an authoritarian manner, but rather through gentle reminders and positive encouragement.
What are your expectations regarding your current leadership?	hope to become a role model for future leadership, so that positive aspects of my leadership can be adopted and further developed.
What suggestions do you have to improve members' motivation?	mbracing and involving members has been quite helpful in maintaining motivation.

Questions Addressed to the Vice Chairperson of PIK-R Perisai Nusantara and the Corresponding Responses.

Tabel 3. Interview Questions and Sources

Questions	Answers
What was your initial motivation for joining PIK-R?	I had previously been a member of PIK-R during junior high school. I found the organization enjoyable and felt that it suited me well, especially because it is relevant to my academic program in Guidance and Counseling.
Who was the figure or role model that motivated you before joining?	I joined based on my own personal motivation.
How would you describe your experience during your involvement in PIK-R?	Through PIK-R, I gained a better understanding of the organizational environment and expanded my social network.
What factors make you active or less active in the organization?	I remain active because I feel a strong sense of responsibility.
What prior organizational experiences have you had, and how have they influenced your involvement in PIK-R?	During vocational high school, I was involved in the student council, which broadened my experience and helped me adapt more easily when joining PIK-R.
In your opinion, what are the strengths and weaknesses of the Chairperson?	In my opinion, the Chairperson's strength lies in being firm. However, a weakness is the frequent absence from invitation events and limited direct participation in organizational activities.
How is your relationship with the Chairperson?	My relationship with the Chairperson is generally fine, and our interactions mainly revolve around PIK-R matters.
What has been your most memorable experience with the Chairperson (positive or negative)?	One memorable experience was during the inauguration event. On the negative side, the Chairperson's limited participation and lack of communication were noticeable.
What has been your most memorable experience with the Chairperson (positive or negative)?	When the Chairperson gives instructions, I tend to carry out what is requested.
What has been your most memorable experience with the Chairperson (positive or negative)?	The Chairperson's leadership style is dominant and tends to place a high level of trust in members, giving them considerable autonomy. However, this often leads to miscommunication and rushed implementation in practice.
What does the Chairperson's leadership mean to you?	This leadership style has made me feel exhausted, as I often observe that tasks are handled by members independently due to unclear directions, which sometimes results in miscommunication.
How does the Chairperson's leadership style influence you personally?	I feel tired because I often see members working on tasks individually rather than collaboratively.
Do you think the Chairperson's leadership style aligns with the current needs of the organization?	In my view, the current leadership has not fully met the organization's needs, as members prefer to be embraced and to work together collaboratively.
Has the Chairperson's leadership increased your motivation? Why?	The Chairperson's leadership has slightly reduced my motivation, particularly due to limited participation in events. At times, this makes me feel exhausted and even inclined to become passive so that the situation might be recognized.
What aspects of the Chairperson's leadership motivate you the most?	I feel demotivated because I often work on tasks alone, and many others also feel that I am the one handling most of the work.
What type of motivation do you consider most effective for members?	Although it may not feel enjoyable at the moment, I believe that in the future we may come to realize the benefits of this experience.
What are your expectations of the Chairperson's leadership?	I hope the leadership will improve moving forward.
What suggestions do you have to enhance members' motivation?	Leaders should demonstrate greater responsibility; however, ultimately, everything depends on the members themselves—once committed, it is better to give full effort.
Is there anything else you would like to add?	That is all.

Questions Addressed to the Treasurer I of PIK-R Perisai Nusantara and the Corresponding Responses.

Tabel 4. Interview Questions and Sources

Questions	Jawaban
What was your initial motivation for joining PIK-R?	I joined PIK-R because it aligns well with my academic program, and I personally have a strong interest in PIK-R.
Who was the figure or role model that motivated you before joining?	There was no specific figure who motivated me before joining.
How would you describe your experience during your involvement in PIK-R?	Overall, my experience has been fairly good since I first joined, although it has been somewhat less positive this year.
What factors make you active or less active in the organization?	During committee activities, most divisions tend to be active. Reduced participation usually occurs when a particular committee unit is less engaged.
What prior organizational experiences have you had, and how have they influenced your involvement in PIK-R?	I previously participated in a photography organization.
In your opinion, what are the strengths and weaknesses of the Chairperson?	In organizing events, planning is usually done efficiently at the beginning. However, during implementation, there tends to be a lack of accountability and responsibility.
How is your relationship with the Chairperson?	My relationship with the Chairperson is generally good, although not very close, and our discussions are mostly limited to organizational matters.
What has been your most memorable experience with the Chairperson (positive or negative)?	A memorable experience was having informal discussions, such as having coffee together. On the negative side, I was dissatisfied with how follow-up activities were managed, particularly when preparation was done early but became rushed as the event approached.
What has been your most memorable experience with the Chairperson (positive or negative)?	The Chairperson's participation in activities is limited; the Chairperson rarely attends events, arrived late to the first work meeting, and was absent from several activities.
What has been your most memorable experience with the Chairperson (positive or negative)?	The leadership has had a negative influence due to a lack of responsibility.
What does the Chairperson's leadership mean to you?	The leadership has not been effective at all, as accountability has been insufficient.
How does the Chairperson's leadership style influence you personally?	The leadership has not increased my motivation, as the second half of the leadership period revealed several negative traits, including absence from activities without clear reasons.
Do you think the Chairperson's leadership style aligns with the current needs of the organization?	The outcomes of the activities that have been carried out have been unsatisfactory.
Has the Chairperson's leadership increased your motivation? Why?	Feedback from other members has also indicated shortcomings, including criticism regarding leadership performance.
What aspects of the Chairperson's leadership motivate you the most?	I hope that in the future the leadership will improve, particularly in terms of responsibility and accountability.
What type of motivation do you consider most effective for members?	Leadership should demonstrate greater responsibility in implementing work programs in order to increase members' motivation.
What are your expectations of the Chairperson's leadership?	Untuk ketua umum lebih tanggung jawab lagi dan kegiatan selanjutnya untuk di arahkan karena banyak yang komplain karena ketua umum yang kurang arahan dan harus atau apa dan missskom
What suggestions do you have to enhance members' motivation?	For the Chairperson, greater responsibility is needed, and future activities should be better directed, as many members have expressed complaints regarding the lack of guidance and frequent miscommunication.
Is there anything else you would like to add?	no

Questions Addressed to the Treasurer II of PIK-R Perisai Nusantara and the Corresponding Responses.

Tabel 5. Interview Questions and Sources

Questions	Answers
What was your initial motivation for joining PIK-R?	I joined because I previously wanted to study psychology, but that goal has not yet been realized.
Who was the figure or role model that motivated you before joining?	There was no particular figure who motivated me.
How would you describe your experience during your involvement in PIK-R?	I gained many valuable experiences and had the opportunity to meet many kind and supportive people.
What factors make you active or less active in the organization?	The activities were enjoyable because they were related to counseling; however, a negative aspect was the lack of active participation from some members.
What prior organizational experiences have you had, and how have they influenced your involvement in PIK-R?	I have no prior organizational experience.
In your opinion, what are the strengths and weaknesses of the Chairperson?	The Chairperson's strength lies in carefully considering decisions before making them; however, this also becomes a weakness, as overthinking often causes delays in decision-making.
How is your relationship with the Chairperson?	My relationship with the Chairperson is very limited, and communication occurs only as necessary.
What has been your most memorable experience with the Chairperson (positive or negative)?	Because we are not close, I do not have any particularly memorable experiences with the Chairperson.
What has been your most memorable experience with the Chairperson (positive or negative)?	I generally follow the directions that are given.
What has been your most memorable experience with the Chairperson (positive or negative)?	There are many aspects of the leadership that need improvement, especially the slow decision-making process.
What does the Chairperson's leadership mean to you?	The leadership style can be described as role-model oriented.
How does the Chairperson's leadership style influence you personally?	The leadership style has not been effective.
Do you think the Chairperson's leadership style aligns with the current needs of the organization?	Overall, the leadership is far from ideal.
Has the Chairperson's leadership increased your motivation? Why?	The leadership has neither increased motivation; instead, it has tended to decrease it.
What aspects of the Chairperson's leadership motivate you the most?	There is no particular aspect of the leadership that motivates me.
What type of motivation do you consider most effective for members?	The lack of closeness and communication has reduced my motivation and made me feel less enthusiastic.
What are your expectations of the Chairperson's leadership?	The Chairperson is expected to improve herself and develop greater self-awareness so that leadership responsibilities can be carried out more effectively.
What suggestions do you have to enhance members' motivation?	It is important for the Chairperson to build closer relationships with members so that members' voices can be better heard.
Is there anything else you would like to add?	no

Questions Addressed to the Head of the Human Resources Development Division (PSDM) of PIK-R Perisai Nusantara and the Corresponding Responses.

Tabel 6. Interview Questions and Sources

Questions	Answers
What was your initial motivation for joining PIK-R?	My major is Guidance and Counseling (BK), so joining PIK-R is highly relevant to my academic background.
Who was the figure or role model that motivated you before joining?	There was no particular figure who motivated me before joining.
How would you describe your experience during your involvement in PIK-R?	My experience has had both positive and negative aspects. On the positive side, I gained broader knowledge and expanded my network; on the negative side, time constraints sometimes became a challenge.
What factors make you active or less active in the organization?	I am very active in this organization.
What prior organizational experiences have you had, and how have they influenced your involvement in PIK-R?	I previously participated in the student council during both junior high school and senior high school, as well as in the Youth Scientific Group (KIR). These experiences helped me develop time management skills, adapt easily, and expand my social network.
In your opinion, what are the strengths and weaknesses of the Chairperson?	In my opinion, the Chairperson's strength lies in critical thinking, while the main weakness is a lack of direct involvement in field activities, as these are often handled by the Vice Chairperson.
How is your relationship with the Chairperson?	Our relationship is very good. I frequently coordinate with the Chairperson regarding PIK-R matters, and we are also close outside organizational activities.
What has been your most memorable experience with the Chairperson (positive or negative)?	A memorable positive experience was during the bonding activity (Makrab); so far, I have not experienced any negative moments.
How do you usually respond when the Chairperson gives directions or assigns tasks?	I usually reflect first on the directions given and believe that every instruction should be carefully considered before implementation to achieve better results.
How would you describe the leadership style of the Chairperson?	The leadership style tends to follow a template from previous years, with little to no significant change.
What does the Chairperson's leadership mean to you?	The Chairperson is very important to me; leadership is essential for coordination and providing direction within PIK-R.
How does the Chairperson's leadership style influence you personally?	The influence has been fairly positive, as I can learn from the Chairperson's leadership, which can be described as critical and analytical.
Do you think the Chairperson's leadership style aligns with the current needs of the organization?	It is fairly suitable for the organization's current needs; however, although the Chairperson does participate, their presence is still limited and needs improvement.
Has the Chairperson's leadership increased your motivation? Why?	It has moderately increased my motivation, especially because the Chairperson shows enthusiasm when giving direction and enjoys discussing upcoming work programs.
What aspects of the Chairperson's leadership motivate you the most?	The Chairperson's critical thinking motivates me.
What type of motivation do you consider most effective for members?	A lack of follow-up after activities can sometimes reduce motivation.
What are your expectations of the Chairperson's leadership?	Providing follow-up after each activity is an effective way to motivate members to carry out work programs
What suggestions do you have to enhance members' motivation?	Providing rewards after each completed activity or work program could help increase members' motivation.
Is there anything else you would like to add?	That is all.

Questions Addressed to the Head of the Advocacy Division of PIK-R Perisai Nusantara and the Corresponding Responses.

Tabel 7. Interview Questions and Sources

Questions	Answers
What was your initial motivation for joining PIK-R?	I joined PIK-R as a counseling center because I enjoy providing counseling to my friends.
Who was the figure or role model that motivated you before joining?	There is a motivating figure, namely my older sister, Nira.
How would you describe your experience during your involvement in PIK-R?	My experience has been enjoyable; I gained new friends and valuable experiences.
What factors make you active or less active in the organization?	I am often involved in committees and receive certificates from these activities; however, a drawback occurs when I am unable to participate in committee work.
What prior organizational experiences have you had, and how have they influenced your involvement in PIK-R?	I was involved in the student council (OSIS), and the experience had a significant influence on me, as I previously served as a member and later as an administrator.
In your opinion, what are the strengths and weaknesses of the Chairperson?	In my view, the Chairperson's strength lies in their ability to nurture and support members, while the main weakness is miscommunication.
How is your relationship with the Chairperson?	Interactions with the Chairperson usually focus solely on PIK-R-related matters.
What has been your most memorable experience with the Chairperson (positive or negative)?	I received motivation and support when serving as a division head; however, negatively, information was often delivered suddenly.
How do you usually respond when the Chairperson gives directions or assigns tasks?	I listen carefully to the directions given.
How would you describe the leadership style of the Chairperson?	The leadership style can be described as democratic and nurturing toward members.
What does the Chairperson's leadership mean to you?	Leadership means that every member has a role and should become a positive example for others.
How does the Chairperson's leadership style influence you personally?	Initially, I felt unmotivated to complete tasks, but frequent reminders helped increase my enthusiasm.
Do you think the Chairperson's leadership style aligns with the current needs of the organization?	The effectiveness of the leadership has not been fully evident because the period is still in its early stages; however, the leadership has been good so far, and consistency is hoped for.
Has the Chairperson's leadership increased your motivation? Why?	My motivation has increased significantly, as I learned many things from the Chairperson's motivation, particularly through activities related to the Human Resources Development (PSDM) and advocacy divisions.
What aspects of the Chairperson's leadership motivate you the most?	The Chairperson's firm yet nurturing leadership style motivates me.
What type of motivation do you consider most effective for members?	At the beginning of my role as a division head, I often worked alone because my members were less active, and I also struggled with completing tasks quickly.
What are your expectations of the Chairperson's leadership?	Members should avoid procrastination; tasks with deadlines should be completed promptly to prevent workload accumulation.
What suggestions do you have to enhance members' motivation?	Members should avoid procrastination; tasks with deadlines should be completed promptly to prevent workload accumulation.
Is there anything else you would like to add?	I hope the leadership remains consistent, nurturing, and continues to provide constructive guidance. When tasks are assigned, they should be completed immediately with focus.

Discussion of Research Findings

The discussion of research findings is the stage at which the researcher interprets the empirical data obtained from in-depth interviews, field observations, and documentation, and then relates these findings to relevant theories, concepts, and previous studies. This section aims to provide an in-depth understanding of the phenomena of leadership and member motivation within PIK-R Perisai Nusantara, as well as to explain how the empirical findings support, reinforce, or differ from existing theories. Accordingly, this discussion is expected to address the research problems and contribute to scientific knowledge in the field of youth organizational leadership.

a. Discussion of the Leadership Style of the Chairperson of PIK-R Perisai Nusantara

The findings indicate that the leadership style of the Chairperson of PIK-R Perisai Nusantara is not singular but rather a combination of several leadership styles, particularly democratic and transformational leadership, with certain situations reflecting laissez-faire characteristics.

The concept of democratic leadership, as proposed by Suradji and Martono, is highly relevant to the context of student organizations, especially within PIK-R Perisai Nusantara. Student organizations require leadership that is not only oriented toward achieving work programs but also capable of building egalitarian, open, and participatory relationships among members. In organizations such as PIK-R, whose members come from diverse backgrounds and possess different characteristics, a humanistic and democratic leadership approach is particularly important.

Based on the research findings, several characteristics of democratic leadership are evident in the leadership practices of the Chairperson of PIK-R Perisai Nusantara, especially in maintaining cooperation among members and implementing a structured division of tasks. However, the implementation has not yet been fully optimal. Several informants perceived that opportunities for participation and two-way communication still need to be enhanced so that members feel more involved in the decision-making process.

This finding suggests that democratic leadership cannot be applied merely at a structural level but must also be manifested in the leader's daily attitudes and behaviors, such as openness to feedback, direct presence in organizational activities, and the ability to build emotional closeness with members. Thus, leadership is understood not only as a formal position but also as an interactive process that fosters motivation, a sense of belonging, and shared responsibility within the organization [3]

Based on interviews with informants, the leadership style of the Chairperson of PIK-R Perisai Nusantara demonstrates diverse characteristics but generally reflects democratic leadership with transformational tendencies. In practice, the chairperson seeks to involve members in decision-making processes and opens space for discussion to allow members to express their opinions and ideas. This reflects an effort to establish participatory and inclusive leadership.

The chairperson also emphasizes discipline and compliance with organizational rules, particularly in response to members who are less active in fulfilling their responsibilities. This approach indicates an orientation toward fostering an orderly and well-directed organizational culture.

Nevertheless, interviews with several members revealed differing perspectives on the implementation of this leadership style. Some informants perceived that the chairperson

lacked assertiveness, was rarely present in organizational activities, and provided insufficient supervision in the field. These conditions contributed to miscommunication, unclear task distribution, and perceptions of unequal workload among members.

Conversely, other informants viewed the chairperson as open to feedback, capable of critical thinking in planning work programs, and democratic in decision-making. These characteristics reflect elements of transformational leadership, in which leaders seek to provide encouragement, direction, and motivation to their members.

Thus, it can be concluded that leadership within PIK-R Perisai Nusantara tends to be democratic in nature; however, its implementation has not yet been fully optimal, particularly in terms of presence, assertiveness, and supervision of program implementation.

b. The Meaning of Leadership Style According to Organizational Members

Based on interview results, leadership is interpreted differently by each member, depending on the experiences they have gained during their involvement in the organization. Some informants understand leadership as the ability to unite differences, embrace members, and serve as a role model in attitude and responsibility[4]

Several informants emphasized that leadership should not be limited to issuing instructions but also requires a tangible presence in organizational activities. Leadership is perceived as a moral responsibility to guide, direct, and provide direct examples to members. However, some informants interpreted leadership more critically. According to them, a leader should be able to manage the organization consistently, actively, and responsibly. When leaders are less directly involved, the perceived meaning of leadership tends to become negative, manifesting in feelings of fatigue, decreased enthusiasm, and diminished trust in the organizational system.

From a phenomenological perspective, these meanings of leadership are shaped by members' real experiences in interacting with the leader. These experiences give rise to diverse subjective interpretations, which generally indicate that leadership is understood as a relational process that requires presence, effective communication, and genuine responsibility.

c. The Role of Leadership Style in Enhancing Member Motivation

The findings demonstrate that leadership style has a significant influence on the motivation of members of PIK-R Perisai Nusantara. Several informants stated that communicative, open leadership that provides clear direction is able to increase their enthusiasm in carrying out organizational tasks.

Member motivation tends to increase when individuals feel valued, cared for, and involved in organizational activities. Moral support, appreciation, and effective communication from leaders are important factors that encourage members to remain active and responsible in fulfilling their roles.

Conversely, a lack of leader presence, weak coordination, and minimal evaluation of activities cause some members to feel exhausted, less motivated, and even inclined to become passive. This indicates that inconsistent leadership can have a direct negative impact on members' work motivation.

These findings are consistent with motivational theories that emphasize the influence of psychological and social factors—such as recognition, appreciation, and positive

relationships with leaders—on individual motivation. In the context of PIK-R Perisai Nusantara, leadership that is able to build emotional closeness and provide clear guidance has proven to be more effective in enhancing member motivation and organizational engagement.

4. Conclusion

This study indicates that leadership within the PIK-R Perisai Nusantara organization is implemented through a hierarchical and tiered structure, with a clear leadership flow from the chairperson to the members. This pattern helps maintain organizational order and clarity in the division of tasks; however, it has not been perceived as fully optimal by all members. From a phenomenological perspective, leadership is understood not merely as a formal position but also as a tangible presence, role modeling, the ability to embrace members, and the capacity to build a sense of togetherness. Leadership is also proven to influence member motivation, whereby leadership that is communicative, participatory, and directly involved is able to enhance enthusiasm, commitment, and member engagement, whereas leadership that lacks presence and consistency tends to weaken motivation.

Theoretically, this study contributes to the enrichment of leadership studies through a phenomenological approach by positioning members' subjective experiences as the central focus of analysis, particularly within the context of student organizations engaged in adolescent counseling. The findings emphasize that leadership effectiveness is not solely determined by formal structures and authority, but also by emotional relationships, communication patterns, and leaders' involvement in organizational activities. Practically, these findings may serve as a reference for student organization leaders and higher education institutions in developing more humanistic, communicative, and participatory leadership approaches to sustain member motivation and organizational continuity.

This study has limitations as it was conducted within a single student organization; therefore, the findings cannot be generalized broadly. In addition, the study focuses on members' experiences during a specific leadership period. Accordingly, future research is recommended to examine the meaning of leadership across various types of student organizations or to employ different methodological approaches in order to obtain a more comprehensive understanding of leadership and motivation in the context of student organizations.

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