



The Role Of Anung Suyatna's Leadership In The Management Of The Panggalih Langgeng Art Studio In Kalianyar Village, Cirebon Regency

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ABSTRACT

Cirebon Regency boasts numerous art studios dedicated to promoting local culture. One such studio is Sanggar Langgeng Panggalih. This study investigates the leadership role of Anung Suyatna in managing Sanggar Langgeng Panggalih in Kalianyar Village, Cirebon Regency. Using a qualitative descriptive research method with a case study approach, the analysis uses George Terry's POAC (Planning, Organizing, Actuating, Controlling) management function theory and the situational leadership style of the Path Goal approach theory developed by Robert House to understand the leadership style applied by Anung Suyatna in management of the Sanggar Langgeng Panggalih studio. The results of the research show that the management system of Sanggar Langgeng Panggalih involves members in the form of participation and freedom of opinion where studio members are involved in decision making and the overall management process. It can be concluded that Anung Suyatna applies a participative leadership style. The achievement of management objectives is evident from the increasing offering of performances by Sanggar Langgeng Panggalih and studio students are also starting to take part in many performance activities, especially the mask dance training program. This proves the effectiveness of Anung Suyatna's leadership style in achieving the management goals of Sanggar Langgeng Panggalih.

Keywords: Sanggar Langgeng Panggalih, Management Function, Leadership

INTRODUCTION

Cirebon is one of the areas that has a strategic location because it is located on the border of West Java and Central Java. The city offers a variety of charms, from cultural diversity and traditions, to distinctive cuisines, to interesting tourist attractions to visit (Aziz et al., 2021). One of the specialties of Cirebon Regency is that it has many art studios that aim to introduce culture in Cirebon Regency (Rosidin, 2016). Of the many art studios in the Cirebon area, Langgeng Panggalih Art Studio is a studio that actively preserves traditional arts. Langgeng Panggalih Art Studio is an art studio led by puppeteer Anung Suyatna,

a traditional artist who has a high dedication to preserving Cirebon culture. In its daily activities, Sanggar Langgeng Panggalih has several special training programs for puppet art, such as karawitan gamelan training. Sanggar Langgeng Panggalih focuses more on young people by providing art training starting from elementary, junior high, and high school levels. This studio plays an important role in preserving traditional Indonesian art and developing art interest among the younger generation. The development of the times demands that this studio needs to make a change in order to continue to improve

the quality and performance of the Langgeng Panggalih Studio.

In achieving success, organizations must have management with good management. Basically, management is an effort through planning, direction, organization, and control that pays attention to environmental conditions (Suhaena, E & Juju R, A, 2016). With limited human resources in the management of the studio, Sanggar Langgeng Panggalih has successfully organized various puppet performances, mask dance and karawitan gamelan training programs for children, teenagers, and adults. Behind the success of the studio, the role of the leader is very important, the leadership process at the Langgeng Panggalih Art Studio in Cirebon Regency is an interesting leadership process to be researched. The role of leaders in the management of the studio is very important to achieve the success of the studio. The manager who involves members in the form of participation and freedom of opinion has an extraordinary impact so that this studio is able to become a studio that is known by the wider community and has many achievements both inside and outside the Cirebon Regency area.

Based on this background, this is interesting to research, it is important to build an understanding of the leadership role of puppeteer Anung Suyatna in the management of Sanggar Seni Langgeng Panggalih and factors that affect the success of the organization as well as potential improvements that can be made to improve the performance and success of the organization for sustainability in the future as an effort to maintain the existence of Sanggar Langgeng Panggalih.

In a study, supporting data in the form of previous research is needed as a reference and comparison. Several previous studies have examined various strategies and approaches in the leadership role and management of art studios that can be a reference for this research.

First, a study conducted by Rininta Yulia Kartika (2017) entitled "Management Strategy of Sidoum Art Studio in Langsa Aceh City" in her research on the Strategy of Sidoum Art Studio in Langsa Aceh City, highlights the importance of management strategies in improving the performance of art studios. Using qualitative research methods and *SWOT data analysis*, the results of the research in the form of studio management analysis with *SWOT* theory can increase the competitiveness and sustainability of the art studio through internal and external factors of the studio. The

similarity in this study is to discuss the studio management strategy but with a different theoretical approach. Kartika's research uses *SWOT* analysis theory while the author uses approach theory based on *POAC management functions* to find out the leadership style applied by the leaders of Sanggar Langgeng Panggalih in the management strategy of the studio.

Second, the research conducted by Muhammad Latif (2022) in his research on "Principal's Situational Leadership Model in Improving Teacher Work Discipline at Depok City Polymedical Vocational School" uses a qualitative research method with a descriptive approach to understand the principal's situational leadership model applied at Depok City Polymedical Vocational School. Although there are similarities in the research method, there are differences in the data analysis used in this study using situational leadership theory according to Hersey and Blanchard, while this study uses a descriptive qualitative research method by applying *POAC* analysis to be related to situational *leadership path-goal* theory theory developed by Robert House to examine the leadership style of puppeteer Anung Suyatna in the management of the Langgeng Panggalih Studio in Kalianyar Village, Cirebon Regency.

Third, research written by Adiaksa, Mohamad Romario (2023) "SWOT Analysis as a Development Strategy for the Pusako Sakti Minangkabau Art Studio". This study uses a *mixed method research method* related to the management of the development strategy of the Pusako Sakti Minangkabau art studio with SWOT analysis. The results of the research are in the form of an analysis of the management practices of the Pusako Sakti Minangkabau art studio by using SWOT analysis related to the influence of leadership in art organizations. Although there are differences in research methods and types of research, this study uses a descriptive qualitative research method using analysis based on situational leadership style with observation of the POAC management function to find out the leadership role that affects the success of the studio.

Fourth, namely research written by Wartina Tris Sofia et, al., (2022) with the title "Leadership Competence in Increasing Employee Creativity Through Human Resource Development at the Lota Palangka Raya Art and Culture Studio". Using a quantitative research method using questionnaires and data analysis carried out with a *partial lesquare (PLS) structural* model, this study discusses how the flow

of studio leadership to employee creativity, there are differences in the research approach method and data analysis used. The author's research uses a descriptive qualitative method to describe the leadership role of Anung Suyatna in the management of the Langgeng Panggalih Studio. Using data analysis of situational leadership theory, Robert House's path goal approach by looking at the application of management functions.

Fifth, a study written by Rio Fandries Monoarfa, Ellys Rachman & Tety Thalib (2023) entitled "Leadership of the Head of the Learning Activity Studio in Increasing Employee Work Motivation at the Gorontalo City SKB". This study uses a qualitative research method, focusing on providing motivation done by the head of the studio to improve employee performance in the SKB Gorontalo City environment. There are similarities with the research conducted by the author, namely the research of both focuses on analyzing the role of leadership in the management of the studio by observing the management function, the difference is that the leadership analysis carried out in the previous research was leadership analysis using management motivation theory, while the author of the leadership analysis was carried out using situational leadership theory using the path-goal theory approach with results research in the form of the leader of the Langgeng Panggalin Studio applying a participatory leadership style in the management of the studio.

Therefore, this study aims to describe how the role and leadership style applied by the studio leaders in the management of the Langgeng Panggalih Art Studio, the challenges faced, and the management practices that have been carried out as an effort to maintain the existence of the Langgeng Panggalih Art Studio.

LITERATUR REVIEW

1. Management

Management can be interpreted into several definitions, some view management as a process and some view it as art. Management as an art has an effort to systematically understand the process of organizing to achieve real goals using an artistic approach and creativity to get results or benefits, while management as a process in its implementation has a planning, integration, organization, control and utilization of existing resources to achieve goals (Suhardi, 2018). From some of these sources, it can be concluded that management is a science and art that regulates the performance of individuals or groups in an organization to achieve common goals. This process

involves planning, organizing, directing, and supervising, as well as the utilization of human resources and others. Although the definition of management varies, basically management is the ability to organize, direct, and complete work in order to achieve organizational goals.

a. Management Function

The management function is also said to be a stage that must be passed to achieve common goals in the organization, as for the management process or stages. According to George R Terry in Krisnandi Herry & Suryono Efendi, (2019) Management is a typical process, The function in management is known as *planning*, *organizing*, *actuating*, and *controlling (POAC)* as follows:

1) Planning

Planning is a process in the form of an overview of the goals of the organization, including the design of strategies that will be used to achieve the goals of the organization, as well as a work activity plan for the organization to develop the potential that exists in the organization.

2) Organizing

Organizing is the process of assigning, arranging or allocating resources in an organization, the formation of an organizational structure in accordance with the company's goals contained in the organization's visions and missions, organizational resources, and the organization's environment.

3) Actuating

Implementation is an act of directing, guiding and encouraging all members of the group to strive to achieve goals in accordance with managerial planning and organizational goals.

4) Supervision (Controlling)

Controlling or evaluation is one of the management functions that functions as an action to control or evaluate the performance of the organization.

The application of the POAC management function in the management practices carried out by the studio leader was explained to analyze Anung Suyatna's leadership role in the management of the studio and what leadership style was applied during his time as the leader of the Langgeng Panggalih Studio to increase the effectiveness of the management system in achieving the expected management goals.

b. Human Resource Management

Human Resource Management (HRM) is process to Managing employees in an organization. This process includes planning, Organizing, Briefing, and control all aspects related to employees, MSDM involves all management decisions and practices that directly affect human resources. (Tsauri, 2013). Proper HR management can provide benefits for the organization. Therefore, human resource management is needed to manage and develop the potential of human resources. Human resource development is a process of helping employees progress in organizational tasks with the aim of improving employee competencies to support organizational goals (Pratama et al., 2023). From the presentation of the definition of MSDM, it can be concluded that MSDM is not only a theory, but also a practical application in managing employees. MSDM focuses on the relationship between the organization and employees, as well as the role of employees in achieving organizational goals in an efficient and effective way, MSDM in Sanggar Langgeng Panggalih is the utilization of human resources owned by maximizing the division of tasks and the role of leadership in involving various management processes, such as planning, organizing, directing, and controlling the optimal use of human resources.

2. Leadership Management

Leaders and managers, especially leaders, are the determining factors for the success or failure of an organization. Leadership is the process of influencing members, motivating behavior, a leader is someone who uses his authority and leadership to direct others and take responsibility for that person's work in achieving a goal (Nurjaya, 2020). A manager is an individual who is responsible for the implementation of management activities in an organization, through various management activities, both functional and operational. Success in carrying out this task requires managers to have multidisciplinary skills, such as in the fields of technology, business, management, and leadership (Muizu, Ernie 2017). Leaders and managers have important roles in organizations, but with different focuses and responsibilities. Leaders ensure the achievement of organizational goals through various management activities, manage organizational resources effectively and efficiently, overcome conflicts and solve problems and motivate and guide

employees. Leaders and managers alike have an important role in achieving organizational goals. Leaders and managers complement each other and work together to achieve organizational goals. The success of an organization depends on effective leadership and efficient management.

a. Leadership Style

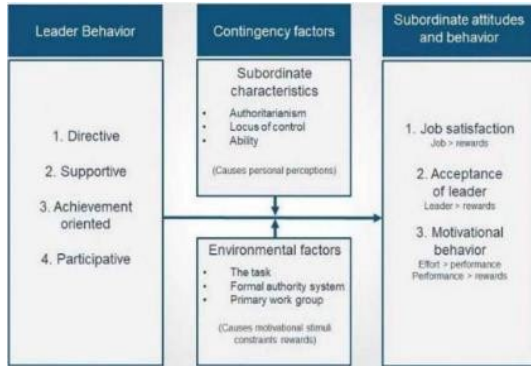
Leadership style is a pattern of behavior used in aligning organizational goals with individual goals for the achievement of common goals. An effective leadership style is not only limited to spontaneous actions, but a pattern of behavior that has been carefully and strategically designed by a leader. (Soelistya, 2014). Leadership style is a combination of characteristics used by leaders to direct their subordinates to the top of organizational goals. Simply put, leadership style is a way of behaving and a preferred strategy that is preferred and applied by leaders (Alimudin & Sukoco, 2017). more than just giving orders and completing tasks. Leadership style is the art of influencing and motivating others to work together to achieve a common goal. This process, attitude and behavior of organizational leaders play an important role in the success of the organization. Effective leaders are also able to create a positive and supportive work environment (Ardiansyah et al., 2017).

In running an organization, of course, it is necessary to think about how the appropriate leadership style is to run the organization to be more effective and efficient. An effective leader is not only able to provide clear and firm direction, but is also able to exemplify positive values and inspire his subordinates to give their best. The example shown by the leader can be a strong motivation for his subordinates to improve their performance and achieve the set targets. An effective leadership style is a combination of the ability to influence and motivate others, to create a positive and supportive work environment.

b. Situational Leadership Style

The situational approach emphasizes the leader's personal characteristics of the situation, presenting, conveying and attempting to evaluate the performance of members and assisting the leader by analyzing the beneficial individual behavior, based on a combination of personal and situational possibilities. Situational leadership theory is a

development theory of leadership theory *trait* and *behavior* which cannot explain in detail the dynamics that exist in the leadership situation. A situational approach is defined as an approach to a leader who understands the behavior, nature of his subordinates, and the situation before using a certain leadership style or type (Khoironi & Example, 2020). Situational leadership style of the Path Goal Theory approach according to Robert House:



Picture 1. Model Teori Path Goal Robert House (Source. Pittsburgh, 2021)

Leadership Style *Path Goal* It is a theory based on the statement that it is the leader's duty to assist his members in achieving their goals and to provide direction and support or both needed to ensure their goals are in line with the goals of the group or organization as a whole. According to Siswanti, (2015), there are four types of leadership styles *Path Goal* that is:

1) **Supportive leadership**

Supportive leadership focuses on the welfare and fulfillment of subordinate needs. Leaders will be open, friendly and approachable so that a positive work climate is created and considers subordinates as their colleagues.

2) **Directive leadership**

Directive Leadership is a leadership style in which the role of the leader dominates in organizational management such as directing, supervising and regulating subordinates.

3) **Participatory leadership**

Participatory leadership style is a leadership style that involves subordinates, usually in this leadership style the leader will discuss problems with subordinates before making decisions. These leadership traits are usually leaders, often hold team meetings to discuss strategies and

listen to input from subordinates, providing opportunities for them to contribute to decision-making.

4) **Achievement-oriented leadership**

Orientation leadership style is a leadership style that sets clear goals, this leadership style leaders fully believe in the ability of employees and provide guidance to achieve the optimal goals of the organization.

The path goal *theory approach* was carried out because it was in accordance with the results of Anung Suyatna's leadership style analysis in the management of the Langgeng Panggalih Studio. Path *Goal theory* emphasizes a flexible and effective leadership style. The path goal theory also considers the environmental context and the characteristics of members in accordance with what Anung Suyatna applied, in its management Anung Suyatna pays more attention to the comfort of his members in order to increase the work potential of the studio and reduce the possibility of obstacles in the studio management process.

c. **Leadership Style Indicators**

Indicators are a series of control processes that can be carried out to measure changes that occur in an event or activity in an organization. The leadership style indicators used in this study are adjusted to the findings in the field, the following are relevant leadership style indicators according to Sari, G, & Putra, R, (2019) that is:

1) **Decision-making skills**

Decision-making is an action taken by a leader to take systematic action by making calculations to provide appropriate and appropriate actions.

2) **Motivational Ability**

The ability to motivate is the driving force that causes an organization member to willingly carry out a series of activities and his abilities both in the form of expertise and skills.

3) **Communication Skills**

Communication skills are the ability of a leader to convey messages, ideas or thoughts to others, establish good communication with the aim of understanding what is being conveyed well and creating a familial organizational environment.

4) **Ability to Control Subordinates**

A leader must have organizational goals that he wants to achieve, leaders need other members to be able to help by controlling and guiding them. In controlling subordinates, the leader not only

gives orders but also supervises and evaluates the performance of members, the goal is so that the tasks given can be completed properly.

5) *Ability to Control Emotions*

Emotional control for a leader is essential for the success of the organization. The better the ability to control emotions, the easier it is to achieve organizational success.

The measurement of leadership indicators was carried out to determine the effectiveness of the leadership style applied by Anung Suyatna in the management of the Langgeng Panggalih Studio and to find out whether Anung Suyatna's leadership form was in accordance with the environmental conditions of the studio in order to achieve the management goals that had been set previously.

METHOD

The research is carried out with a descriptive qualitative research method with a case study approach, using analysis that focuses on research based on field facts with the aim of explaining in more detail about a certain phenomenon or case in this research based on facts or events accurately and systematically (Zuchri, 2021). Data collection was carried out by conducting direct observation and looking for supporting data from various literacy sources such as articles, books, journals, and conducting interviews with several resource persons related to Anung Suyatna's leadership role in the management of the Langgeng Panggalih Art Studio in Kalianyar Village in order to find out directly about the leadership style and management practices carried out by the leaders of the Langgeng Panggalih Studio. The following is a series of data collection processes carried out:

1. Observation

This study uses two types of observation, namely direct observation and systematic observation. Direct or non-participant observation is an observation that is carried out by coming directly to the research site, but the researcher is not involved in the activity. Meanwhile, systematic observation is an observation that is carried out when the researcher uses guidelines as an observation instrument to find the desired data (Auliya et al., 2020). This observation was made from the interest related to the studio management system carried out by the studio leader with the limitations of existing human resources in an effort to maintain the existence of the studio so that it can survive by coming

directly to the studio where the research is conducted, by observing the management of the Langgeng Panggalih Studio and what leadership style is applied by the studio leader, this is to find out how the art governance management practices carried out by the studio leader as a guideline or reference for observation in research.

2. Interview

Interview is a data collection method that involves an oral question-and-answer process between two parties, namely the interviewer and the interviewee. In this process, questions and requests for information come from the interviewee, while the interviewee gives an answer orally with the aim of digging up more accurate information (Appear, 2016).

Interview is used as a data collection technique to obtain appropriate information related to the research topic. In this study, interviews were conducted with several speakers as follows:

- 1) Bapak Anung Suyatna selaku pimpinan Sanggar Seni Langgeng Panggalih
- 2) Mrs. Rusmayanti as the treasurer of the studio
- 3) Mr. Agus Sapari as the secretary of the studio,
- 4) Pendidikan Tari to windy vidianti selaku pembina pendidikan tari

Interviews were conducted with several resource persons who had a similar understanding to obtain primary data related to the management of the Langgeng Panggalih Art Studio to find out the role of leadership in the management of the studio.

3. Documentation

The documentation method is to look for data on matters in the form of transcript notes, letters, documentation, and so on. Documentation is a method used to obtain data and information in the form of books, archives, journals and images in the form of reports and information collected to become a source of research support (Fiantika et al., 2022). The documentation used in this study is archives, photographs or information data in the form of images from the management practice process that has been implemented by the management at the Langgeng Panggalih Studio as evidence of the studio's sustainability efforts.

RESULT & DISCUSSION

1. Langgeng Panggalih Art Studio



Figure 2. Plang Langgeng Art Studio
(Doc: Dinda Retno Rosanti 2024)

Sanggar Langgeng Panggalih is an art studio located on Jln. Nyimas Gandasari, Kalianyar Village, Panguragan District, Cirebon Regency. Focusing on the art of puppetry and mask dance training. Sanggar Langgeng Panggalih has contributed to preserving traditional arts in Kalianyar Village. This studio has routine activities that are carried out every week including, puppet performances, karawitan training programs and mask dance. Sanggar Langgeng Panggalih is an art studio that focuses more on traditional art education for young people by providing art training from elementary, junior high to high school levels.

Sanggar Langgeng Panggalih plays an important role in preserving traditional Indonesian arts and developing interest in art among the younger generation. This studio was established in 2002 and was approved by the government in 2014 as an art studio in Panguragan District, Cirebon Regency. Sanggar Langgeng Panggalih began to operate actively in 2018 which was the peak of the success of Sanggar Langgeng Panggalih. This can be seen from the archive of the studio's staging schedule that many in that year. Sanggar Langgeng Panggalih is a family studio that has experienced 2 periods of management. At the beginning of the previous period, the Langgeng Panggalih Studio was called the Darma Suwarma Studio, which was managed by Mr. Akirna. Sanggar Darma Suwarma has carried a long history through quality art performances and education, before changing its management and changing its name to Sanggar Seni Langgeng Panggalih in 2002 until now. The name change is a sign of a change in the management of the studio.

a. Vision and Mission of Langgeng Panggalih Art Studio

The vision and mission of Sanggar Langgeng Panggalih is reflected in the spirit and commitment to preserve and enrich cultural heritage and traditional arts. With the motto; "*Murweng Palupi Amartotama, The Art of Manunggale Panglipur Ati*".

Vision:

Sanggar Langgeng Panggalih has become a studio as a place to preserve and enrich the richness of regional culture and traditional arts. We believe that a good life starts from understanding and appreciating cultural roots, and art is the commander in knitting the whole heart.

Mission:

Sanggar Langgeng Panggalih is committed to being the base of goodness for the community, Cultural integrity lies in the power of togetherness. Sanggar Langgeng Panggalih strives to unite the community through an appreciation of local art and culture. Through quality art performances and education, we want to fill the soul of the community with beauty and happiness

With a vision to maintain existence in preserving traditional culture and a mission to make a positive contribution to society through art, Sanggar Langgeng Panggalih strives to become a center for art and cultural activities that are useful and influential in building a harmonious life.

b. Profile of the Leader of Sanggar Langgeng Panggalih



Figure 3. Photo by Anung Suyatna
(Doc. Langgeng Panggalih Art Studio 2023)

Sanggar Langgeng Panggalih is currently led by Anung Suyatna, Anung Suyatna is a native puppeteer from Kalianyar Village who was born and raised in an art family. Anung Suyatna was born on March 15, 1987 and is now 37 years old. Since childhood, she has been involved in the world of puppetry and was taught to be a puppeteer by her father, puppeteer Akirna. Anung Suyatna has studied at SD Negeri 1 Kalianyar and SMTP Negeri 1 Arjawinangun. Although he is only a junior high school graduate and does not continue his higher education, the puppeteer Anung is already very familiar with the world of art, especially the art of puppetry. His own father was a puppeteer, while his mother was known as a sinden. Since leading Sanggar Langgeng Panggalih, puppeteer Anung has become a well-known figure in the community, both in Kalianyar village and outside the village, as an expert puppeteer. This is evidenced by the many puppet staging schedules that he and his team do.

c. Kepengurusan Sanggar Langgeng Panggalih

The leadership of puppeteer Anung Suyatna, Langgeng Panggalih studio has experienced very rapid development. However, this studio has changed places several times where in the first year of the management of the puppeteer Anung Suyatna, the Langgeng Panggalih studio operated in Kalianyar Village, then the location in Gempol, but this studio is still running and still carrying out its training program, after several years have passed, the Langgeng Panggalih Studio then returned to Kalianyar Village in 2018 and continues to survive until now. For the 2018-2023 period, the management of the studio is supplemented by several stone workers, but the leaders of the studio are still involved in each division. The following is the organizational structure of the Langgeng Panggalih Art Studio:

- 1) Leader/manager: Anung Suyatna
- 2) Treasurer: Mrs. Rusmayanti
- 3) Secretary: Agus Sapari
- 4) Supervisor: 1. Windi Vidiawati (Mask Dance), 2. Anung Suyatna (Song)



Figure 4. Organizational Structure of the Studio (Doc. Langgeng Panggalih Art Studio 2024)

This studio is an influential art center in people's lives, making children in the environment around the studio know and love its culture, with good management of the studio, Langgeng Panggalih Studio can maintain its essence and continue to make development efforts in management to be able to survive and continue to preserve traditional arts.

d. Finance of Sanggar Langgeng Panggalih

Financial management management in Sanggar Langgeng Panggalih is carried out in a structured manner to ensure the sustainability and growth of the studio as well as the smooth implementation of arts and cultural activities. The studio's income comes from several main sources, including the proceeds from art performances held and from the rental of equipment owned by the studio (Personal Interview with Rusmayanti, 2024).

The following is a breakdown of the cost of the Langgeng Panggalih Studio staging and the rental of studio equipment:

No.	Jenis	Keterangan	Harga
1.	Pembelian	Siang-Malam (Wayang-Sunden)	Rp. 18.000.000
		Malam (Wayang-Sunden)	Rp. 16.000.000
		Siang-Malam (wayang)	Rp. 16.000.000
		Malam (wayang)	Rp. 14.000.000
2.	Pembelian Khusus Ritual	Rawatan 3daru-angkulu (Sukerta)	6 Kotikal Beras Rp. 4000.000
3.	Penyewaan Alat	Satu Set Gamelan + Peniti	Rp. 1.500.000
		Dua Set Gamelan + Peniti	Rp. 3.000.000
		Wayang satu kotak + Peniti	Rp. 500.000
		Sound System	Rp. 1.200.000
		Penyewaan Panggung	Rp. 900.000

Figure 5. Details of Studio Staging and Equipment Rental Rates (Documentation. Dinda Retno Rosanti 2024)

Keuangan Sanggar

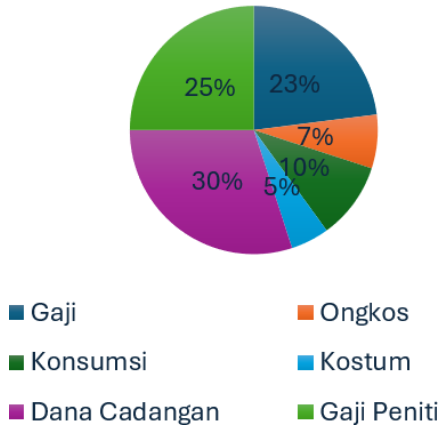


Figure 6. Financial Details of Sanggar Langgeng Panggalih (Documentation. Dinda Retno Rosanti 2024)

With good financial management, Sanggar Langgeng Panggalih can maintain a balance between income and expenses, as well as ensure the sustainability and growth of the studio in the long term. In addition, a structured source of income also helps the studio to be more stable in facing changes in the situation or needs in the future.

2. Management Function of Langgeng Panggalih Art Studio

Management is the process of completing things effectively and efficiently by a group of people working together to achieve organizational goals. Organizational management refers to a set of processes that are carried out systematically including; Planning (*planning*), organizing (*organizing*), implementation (*actuating*), and supervision (*controlling*). In an organization, there must be a goal to be achieved, the intention of being effective and efficient in organizational management means effective in achieving goals and efficient in the use of resources owned. The closer an organization is to success means the more effective it is to manage, as well as the fewer resources used, the more efficient it is (Robiansyah, 2021).

Process-oriented management means that management requires human resources, knowledge and skills in all processes carried out so that the activities carried out in the organization are more effective or can achieve actions in achieving success. The organization will not succeed if the management

carried out in it does not run and is not managed properly. Therefore, the role of leaders in an organization is the key to organizational success in helping to achieve organizational goals and maximizing the use of human and material resources owned.

From the results of the author's initial observations in the field on February 26, 2024, the following results related to the management displacement analysis were obtained:

- a. **The planning**, management of the Langgeng Panggalih Studio is made based on a joint decision of the studio members regarding planning to determine the schedule of routine training programs and additional exercises if approaching *an event* or puppet show.
- b. **The organization** and management of the Langgeng Panggalih Art Studio includes several parts of the organizational division in the organizational structure consisting of the leader of the studio, namely Anung Suyatna, the secretary, namely Agus Sapari, the treasurer, Mrs. Rusmayanti, and the training supervisor Windi Vidiawati.
- c. **The implementation/direction**, management of the studio is carried out directly by the head of the studio, namely the puppeteer Anung Suyatna which is carried out together with the members of the Langgeng Panggalih Studio by providing briefings to all student members of the Langgeng Panggalih Studio, especially the training coaches so that they can train students in accordance with the vision and mission of the Langgeng Panggalih Studio and in accordance with the goals and objectives to be achieved.
- d. **supervision**, management of the Langgeng Panggalih Studio is carried out by the studio leader in order to correct with the intention of finding out the extent of the members of the Langgeng Panggalih Studio in carrying out their duties and work in accordance with the planned plan. Studio leaders also always evaluate after carrying out a staging performance or *event* to find out the shortcomings and correct mistakes so that they are not repeated in the next performance.



Figure 7. The Process of Supervising the Mask Dance Performance by Anung Suyatna (Doc. Dinda Retno Rosanti 2024)



Figure 8. Observation of Preparation for Puppet Performances (Doc. Dinda Retno Rosanti 2024)

In the managerial practice of the Langgeng Sangalih Studio, all forms of studio management are carried out by the studio leader, the studio leader coordinates the studio management by dividing the division according to the ability of each individual, in the performance of their duties the leader does not demand how they do their work, so that a system is created that supports the performance of the studio management members to carry out their duties properly. During the observation process, there were no visible obstacles in the management system implemented by Anung Suyatna. The management and members of the studio can carry out activities and implement well in accordance with the plan, this is facilitated by the coordination carried out by Anung Suyatna effectively in the studio management system.

The success of the organization is influenced by the role of the leader, of course, in managing the organization. The analysis of the management function of POAC George R. Terry in the management of Sanggar Langgeng Panggalih was carried out to find out how Anung Suyatna runs an art organization to

achieve the success of the studio. From the analysis, it can be seen that the studio leader manages the studio by utilizing all the resources it has.

3. Leadership Style of the Leader of the Langgeng Panggalih Studio

Leadership style is a pattern of behavior used by a leader in managing an organization's human resources, covering various aspects such as communication, decision-making, motivation of organizational members, determination and division of tasks, and interaction with organizational members. Leadership style is a leader's way of influencing, motivating, and directing his team members to achieve the desired goals (Alaslan, A. et al., 2023). Anung Suyatna's leadership style in the management of Sanggar Langgeng Panggalih refers to the vision and mission of the studio which is committed to being a source of goodness for the community, creating togetherness, and understanding each other. appreciate, inspire and give meaning in life. The approach taken in the management process is to be open and caring, so that studio members can feel comfortable and can be more open to expressing complaints and constructive suggestions. In the application of the leadership type, Suyatna always discusses before making new policies and listens to input from other members of the studio. The management of the panggali langgeng studio is almost entirely carried out in a democratic and participatory way, this is done for the convenience and more effective management of the studio (Personal interview with Anung Suyatna, 2024).

Clear indicator measurements are made to understand and measure the effectiveness of leadership styles. Indicators are control variables that exist in an event or activity carried out, the following are indicators of the leadership style applied by the leaders of Sanggar Langgeng Panggalih:

a. Decision-making skills

Anung Suyatna as the leader of the studio in the decision-making process and problem solving in the studio, involves studio members by conducting deliberations and discussions to find the best solution according to all parties. Holding deliberations can also encourage communication so that studio members are more open and willing to give opinions to identify and discuss problems in the studio together. According to Anung Suyatna, before making a decision, it is necessary to consider various alternative solutions by listening to and

receiving input or suggestions given by studio members. Decision-making involving studio members minimizes the possibility of mistakes and conflicts that can occur in the studio, solutions resulting from joint discussions as studio members make the management of the studio more effective and the studio members feel more valued and more responsible in organizational tasks.

b. Motivational Ability

The leader of the Langgeng Panggalih Studio in the management process also always provides motivation to inspire, arouse the enthusiasm of the studio members and encourage them to continue to learn and develop their potential. In every implementation of the activities of the leaders of the Langgeng Panggalih Studio always provide support, the leader provides direction and guides the members of the studio to help increase their potential by looking at their strengths and weaknesses individually. The leader of the Langgeng Panggalih studio fully supports the development of studio students in order to achieve people's goals by getting them used to participating in *cultural arts events* and performances, this is done to increase the enthusiasm of studio members in the process of training and training the potential and mentality of their students. According to Anung Suyatna (2024), there are many types of motivation that affect students' learning levels, but the most common and influential ones are from internal factors such as the desire to learn new things that arise from within the individual, then there are external factors, namely support factors provided from outside that affect students' enthusiasm for learning, such as support provided by family, schools and community environments.

c. Communication Skills

The application of an effective leadership style in creating a comfortable studio environment requires open communication to build togetherness and a sense of kinship between studio members. To maintain this communication, studio leaders usually always hold a routine agenda before carrying out studio activities from activity plans, making regulations, problem solving to discussions related to new ideas in developing the existence of the studio. Based on a personal interview with Anung Suyatna (2024), open communication and mutual respect can create a positive and conducive atmosphere for studio members, to be able to develop their talents by studying, practicing and

working comfortably. Establishing good communication with each member of the studio will create togetherness and a sense of kinship in each individual, the existence of a sense of oneness and one mission in management, not having a selfish attitude, accepting differences and respecting every point of view of others can create peace and reduce conflicts in the studio environment.

Maintaining communication with the studio management is carried out to monitor the progress in the implementation of activities by other studio supervisors and administrators. To do this, the leader of the Langgeng Panggalih Studio usually controls each program of the studio's activities whether it has gone well according to plan or experienced obstacles. The supervision carried out was to hold a working meeting of the management of the Langgeng Panggalih Studio to report the difficulties experienced during the implementation of the activity. With maintained communication in each division of the studio, it helps leaders to be able to find solutions and develop what is necessary for the success of the studio. During the supervision process, in addition to the report of the coach or studio administrator, the leader also participates in supervising the student learning process in each studio training program to find out the development of students.

d. Ability to Control Subordinates

Anung Suyatna's leadership in the management of the Langgeng Panggalih Studio is not directly visible in the control of subordinates, Anung Suyatna is more inclined towards empowerment in delegation of authority by adjusting abilities and prioritizing the development of studio members. This is a form of trust in the members of the studio, but Anung Suyatna also continues to provide direction and guidance in every course of the studio's activities. So the control carried out is not in the form of pressure but guidance and directing the members of the studio according to their abilities. With studio members feeling automatically valued, they will naturally be motivated to increase their enthusiasm to achieve organizational goals. This shows that control can be carried out in a more flexible way that prioritizes cooperation, compared to strict one-way supervision.

e. Ability to Control Emotions

Emotional control in managing the organization has an impact on the success of the studio. According to the secretary of the Langgeng Panggalih studio (Personal Interview with Agus Sapari, 2024) Anung Suyatna always shows patience and calmness when problems occur in the studio, he is very protective to be able to listen carefully to all parties and try to understand their point of view, but on the other hand Anung Suyatna is also a leader who is firm and not influenced by emotions and pressure always, trying to act fairly and objectively. In determining the authority or new regulations, Anung Suyatna does not conclude on his own, but always gathers studio members to know and listen to how they want regulations that are not imposing but can be done by all studio members. This proves that Anung Suyatna is more concerned with the comfort of its members than having to follow emotions and pressure.

Situational Leadership Theory is leadership that applies different leadership styles, depending on the ability of its members. According to Robert House, Situational Leadership is leadership that is influenced by the leader's behavior towards members, both motivation, satisfaction, and member performance with situational factors. Meanwhile, according to Vroom Yetton, situational leadership is a form of leadership whose main part is the effectiveness of the leader in making decisions to determine success in organizational management (Sunday, 2021).

Each leader certainly has a different leadership style, depending on the nature and personality of the leader. The leadership applied by the puppeteer Anung Suyatna as the leader of Sanggar Langgeng Panggalih leads to a leadership style based on *Robert House's Path Goal theory*. *Path Goal theory* assumes that it is the leader's duty to help members and provide support for the needs of their members to ensure that their goals are in line with the goals of the organization.

From the analysis and results in the field, it can be seen that as the leader of the puppeteer, Anung Suyatna applies a participatory leadership style in the management of his studio, which can be seen from the cooperation of various parties from external and internal. The participatory style of the leaders of the Langgeng Panggalih Studio in the management mechanism of the studio's activities can be seen from the decision-making of the leaders who always involve the members of the studio to be able to participate and provide input so that they feel appreciated and have a

sense of ownership of the studio. This participatory decision-making not only maintains communication and good relations with members but also produces better and more effective decisions. The application of the leadership style of puppeteer Anung Suyatna is carried out because, according to puppeteer Anung Suyat, organizational management, especially art organizations, requires good communication, being able to work together to be able to create a comfortable work environment to support improvement and improvement of better management.

The participatory leadership style of the leader of Sanggar Langgeng Panggalih provides quite good reciprocity. This leadership model allows studio leaders to establish open communication so as to produce effectiveness in organizational management, with this leadership model, studio leaders can provide motivation to the management and members of the studio. This is because this leadership style creates cooperation and the creation of a conducive and family work environment. A conducive work environment is created if the people in it feel comfortable and free to express themselves to contribute to the organization. Through providing opportunities to express and provide input related to their ideas and ideas in all aspects of activities in the studio, it helps the studio leaders to be able to sort out the most effective efforts that can be used in the management of the studio for the success of the organization. In the application of the participatory style of the studio leaders, it can also be seen from the creation of transparency in the organization, problem-solving mechanisms, work professionalism, consequences of an action, creating togetherness in work accountability so that the management of Sanggar Langgeng Panggalih can run well in accordance with the vision and mission that has been set.

CONCLUSION

The conclusion of this study confirms that the leadership role of Anung Suyatna in the management of the Studio is very important and significant. Through the analysis of the management function (POAC), it can be understood that Anung Suyatna applies a participatory leadership approach, helping to control and supervise the implementation of every activity that focuses on achieving goals, and is structured to ensure the success of the studio's management. The measurement of Anung Suyatnana's leadership style indicators, in making decisions to

solve problems in the studio, involving studio members minimizes the possibility of mistakes and conflicts that can occur in the studio, Anung Suyatna's leadership in the management of the Langgeng Panggalih Studio is not directly visible in the control of subordinates, Anung Suyatna is more inclined towards empowerment in the delegation of authority, the control carried out is not in the form of pressure but guidance and direction of studio members according to their abilities. Anung Suyatna has been leading since 2008 until now, for 16 years of leadership Anung Suyatna has carried out a participatory leadership style that has proven to be effective. This can be seen from the increase in the number of studio members, the increase in student achievement and success, as well as the increase in the number of performances carried out by the Langgeng Panggalih Studio every year. The application of the participatory leadership style, which is carried out as a whole, proves the effectiveness of Anung Suyatna's leadership style in achieving the management goals of Sanggar Langgeng Panggalih.

SUGGESTIONS

1. For Students

Advice for students who want to research in the future, suggests studying other aspects in the research of art studios and organizations, such as aspects of organizing, managing or archiving. It is hoped that the research can increase understanding related to management and its relationship with the leadership role at the Langgeng Panggalih Studio in Kalianyar Village, Cirebon Regency.

2. For Institutions

It is hoped that this research can be a reference material for studio leaders regarding the management carried out as an improvement and an overview of a more effective studio management system. This research is expected to be an evaluation material for studio leaders, especially in the leadership style applied so that leaders are more assertive in making regulations that may be an obstacle in the success of the studio in the future.

3. For the Community

Suggestions for the community are expected to actively provide support and participate in local cultural activities, this can help improve the performance and enthusiasm of art managers which ultimately contributes to the improvement of local cultural preservation.

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