

## The Role of Transformational Leadership and Communication in Building Good Governance in Indonesia Film Censorship Institution

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### Abstract

The Film Censorship Institute (LSF) is an institution that has the authority to determine which films are allowed. LSF authority is contained in Government Regulation No. 18 of 2014, where they play a role in protecting the public from negative films that can affect the cultural perspective of the community. LSF adapts to the social and cultural norms that apply in society, so if we look at film censorship institutions in other countries, the scope of films allowed is also different. For example, in the United States, films featuring sexual scenes are permitted, while in Malaysia, they are not. Likewise, films with sexual nuances and extreme violence are not allowed in Indonesia. LSF has also banned the screening of several films because they are not under social rules and norms. However, the work carried out by LSF is rarely known by the public, ranging from their working methods and institutional leadership to how they carry out their work programs. With this background, the author wants to know and understand the practice of good governance in Indonesia Censorship Film Institution and how the transformative approach is taken to bring about change in the organization. This study will use a qualitative approach with data collection through the Focus Group Discussion (FGD) method and literature. The study found that transformative leadership accelerates changes in the LSF by creating innovations for better performance and making an inclusive work culture. This transformative leadership also tremendously affects how LSF implements good governance principles, and all indicators have been fulfilled. The relation and effect of transformative leadership and good governance are also discussed.

**Keywords:** Collective-collegial; Communication; Good Governance; Indonesian Film Censorship Institutions; Transformational Leadership

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### Introduction

Good governance is a term that calls for better governance under the principles. However, we must distinguish between the words 'government' and 'governance.' 'Government' is an organization that can perform its functions better or worse; whereas 'governance' is about execution, or what has

traditionally fallen within the domain of public administration, as opposed to politics (Fukuyama, 2013). However, what needs to be underlined is that the government as an actor is not only the president and the ministers but also administrative bodies that have authority in an industry based on legal legitimacy. As a result, the interpretation is that governance is the

processes and institutions by which decisions are made, and authorities in a country are exercised (Greer, Wismar, Figueras, & McKee, 2016).

All the movies that people enjoy in theatres or on streaming platforms cannot be watched immediately. The film must go through a series of censorship mechanisms to determine whether the film is worth watching or not and whether there are scenes that are not ethical. Censorship in films can be identified by modifying certain content in films that censors deem inappropriate, and the assessment of the appropriateness of content to be censored varies by country (Rao, 2013). For example, in China, the country's film censorship authorities changed the ending of *Minions: The Rise of Gru* (Liputan6, 2022). Therefore, speaking of governance, it can be in any subject and industry, including the film industry.

Indonesia has a film authority called the Film Censorship Institute (LSF). LSF is a permanent and independent state institution tasked with censoring films and film advertisements before they are circulated and shown to the general public (Thifalia & Susanti, 2021). Juridically, LSF is embodied in Government Regulation no. 18 of 2014. This provision explains that LSF has to protect the public from negative impacts arising from the circulation and showing of films and film advertisements that do not follow Indonesian cinema's basis, direction, and objectives (Suyadi, 2019).

The film is one of the most effective tools to spread ideas and engage people in reflecting on events and life philosophy (Hussain & Ahmad, 2016). LSF's work has an impact on the film industry in Indonesia. The role that LSF plays is that the Indonesian people can enjoy films shown in cinemas without worrying that there will be scenes that are not following Indonesian culture and social norms. That is not simply what films play in which cinemas, but what local audiences were permitted to see (Barber, 2021). Moreover, films are an alternative educational tool that conveys gender values depicted through their characters.

In comparison, other countries have film censorship institutions that have the same duties and obligations as LSF. Moreover, every film censorship agency has a tolerance for certain films. Malaysia and Indonesia do not allow films with sexual nuances, especially

because of the religious characteristics of the people of the two countries. Meanwhile, the United States, a mecca of western culture, allows nudity, sexual, violent, and bloody content to be widely accepted by everyone only as part of entertainment (Rao, 2013). Western films are also not shown in Indonesia because of sadistic and vulgar scenes such as *Balibo*, *Irreversible*, and *Teeth* (Pratiwi, 2022).

However, the worldview of film censorship institutions and governments significantly shapes film censorship policy. The state's influence on film censorship is considerable in the South Asian region – Bangladesh, India, Maldives, Pakistan, and Sri Lanka. When countries in South Asia were no longer colonized, they continued to maintain censorship, expressing similar concerns about the impact of cinema on public morals; they also imagined film audiences as naughty children or teenagers (Mehta, 2021). Not only in South Asia, during Chile dictatorship era, censorship was used as a reward for regime's supporters, particularly conservative Catholic groups (Esberg, 2020). Meanwhile, a moderate influence of government shown in Hong Kong. During the cold war, film institutes tried to balance the competing goals and demands of the Hong Kong film industry, the general public, and the government. They profoundly influenced the evolution of the region's most famous crime films over the years (Troost, 2020).

Apart from cultural differences, policy, and social norms in each country, LSF plays a significant role in maintaining film standards to suit the culture of Indonesian society. Currently, LSF is under new leadership led by Rommy Fibri Hardianto. In the new leadership period, LSF wants to build a new image that can meet the public's need for information related to films and correct wrong perceptions about LSF (Thifalia & Susanti, 2021).

Several steps have been taken by LSF in order to carry out its role as a censorship agency. One of them is promoting the independent censorship movement with the Association of Indonesian Cinema Entrepreneurs (GPBSI). This effort is in the form of telephone broadcasts or some display in the form of writing on the screen containing announcements, appeals, translated texts, and many more (Santosa, 2022). In addition, in 2021, LSF held the Indonesian Film Censorship Institute Award, where LSF added a new

category, Lifetime Achievement. This category is an appreciation for film actors who maintain film quality by prioritizing elements of education and culture in line with cinema's aims, functions, and principles (VOI, 2021).

Apart from the facts above, not many studies discuss research on the Indonesian Film Censorship Institute. The closest research is Suyadi's (2019) research on the legal standing of LSF and Thifalia & Susanti (2021), which examines how LSF carries out communication patterns. Several non-journal studies in the form of theses discuss LSF from the point of view of implementation, duties, and authorities in conformity with Islamic law. To the author's knowledge, this study is the first to discuss how good governance LSF is within the framework of transformative leadership.

Of course, as an authority in the film industry, its existence is essential. In addition, the change in management during the COVID-19 pandemic made the management of the current period a formidable challenge in the film industry. Therefore, the author wants to know and understand the practice of good governance in Indonesia Censorship Film Institution and how the transformative approach is taken to bring about change in the organization

### Theoretical Framework

Good governance is considered one of the critical requirements for development and competence in public sector organizations (Elmasry & Bakri, 2019). The board of an organization mainly needs to ensure the organization runs properly and makes decisions which are in the best interest (Ghai & Zipp, 2021). Therefore, a public service will be considered good quality if it has good governance regarding services, human resources, and many more. As a benchmark, good governance sets high standards for the performance of public services.

Good governance has two meanings: the first is a public service based on the World Bank concept, and the second is good governance with more political meaning (Nag, 2018). However, good governance is defined more in public services and administration in this context. In principle, good governance is the negotiation by all stakeholders of the issue (or area) of improved public policy outcomes and agreed governance principles, which are implemented and evaluated regularly by all stakeholders (Bovaird & Löffler, 2002). If examined further, the meaning is closer to how to maximize public services. As a result, good governance means a public administration process that maximizes the public interest. One of its essential characteristics is the emergence of collaborative management relationships between the state and citizens (Keping, 2018).

**Table 1: Good Governance Principles**

No	UNDP	Government Regulation No. 101 of 2000
1	Participation	Professionalism
2	Rule of Law	Accountability
3	Transparency	Transparency
4	Responsiveness	Good services
5	Consensus orientation	Democratic and participation
6	Equity	Effectiveness and efficiency
7	Effectiveness and efficiency	Rule of Law
8	Accountability	
9	Strategic vision	

Many international institutions have issued indicators to measure good governance, one of which is UNDP. Indonesia also has a good governance framework through Government Regulation No. 101 of 2000. These two sources have differences in several principles, such as professionalism, good service, and equity. Both complement each other, but these points cause debate because

there are no clear indicators to measure the principles, for example, strategic vision and good services.

Nevertheless, in the context of this research, the author will use all the points put forward by UNDP as a reference for assessing the implementation of good governance from the Indonesian Film Censorship Institute. According to the author, the points explained

by UNDP cover all the points of good governance and do not overlap between one principle and another, making it easier to conduct research.

### *Transformational Leadership and Communication*

Good governance is related to how leaders, especially transformative leaders, meet the criteria set to achieve the level of good governance. Leaders are essential in meeting these indicators because they move members to work together to achieve something. Transformational leaders can inspire followers by connecting them emotionally, which provides an opportunity to share a vision (Vito, Higgins, & Denney, 2014). Transformational leaders build relationships with people and create change by emphasizing values (Giddens, 2018). By developing positive relationships, transformational leaders earn the trust of their followers and anticipate their needs by providing access to the structurally empowering factors (i.e., information, support, resources) needed for employees to get their work done in a meaningful way (Boamah, et.al., 2017).

When wanting to change the organization, transformative leaders put communication as the main force (Smith & Squires, 2016). Leaders convey priorities, ensure understanding of short-term objectives and long-term aims, and follow up to see if assistance is needed (Johansson, Miller, & Hamrin, 2014). Leaders should communicate clearly and frequently to all stakeholders through a variety of communication channels because each stakeholder has different communication preferences (Fernandez & Shaw, 2020).

Transformational leaders also encourage a culture of collaboration. Transformational leaders can involve employees in collaborative organizational goal-setting and problem-solving and reinforce ideas about co-workers' contributions to their work (Sun & Henderson, 2017). They collaborate with their members to define high-performance indicators and how to evaluate the performance of each individual (Johansson, Miller, & Hamrin, 2014). At the same time, transformational leaders necessitate the power to transmit a sense of imagination and purpose meaningfully to the whole organization (Ahmad & Saad, 2020). They may use inspirational motivation to depict a positive

vision for how the organization and the employees will be more effective as a result of implementing the change (Farahnak, et.al., 2020). In short, transformational leaders connect and influence people under their leadership to pursue one goal with collaborative efforts.

In general, transformational leadership has a significant positive impact on the good governance of members (Mohamad, Daud, & Yahya, 2014). In addition, transformational leadership has a strong positive influence on workplace empowerment (Boamah, et.al., 2017). Transformational leadership also affects non-financial and social, and environmental performance dimensions directly and indirectly through organizational commitment (Patiar & Wang, 2016). The qualities possessed by leaders can affect the effectiveness of public services—for example, the relationship between leadership and governance in Xianon Village in China. Leaders are an essential element, but their incompetence in using governance tools hampers village development and causes instability in the community (Liu & Yang, 2019).

In addition, the organization's influence is also essential. This can be seen from the case of regional tourist organizations (RTOs) in Brazil and the resolution of corruption cases in Indonesia. Good governance practices in one area do not necessarily mean that the organization is leading regional tourism in a broader sense because there are influences from its structure, governance arrangements, or membership (Valente, Dredge, & Lohmann, 2015). Regarding corruption cases, organizational management and leadership commitment to carrying out their duties and obligations by utilizing the convenience and use of information technology for positive purposes is significant (Prihanto & Gunawan, 2020).

During the COVID-19 period, the role of the leader became central in decision-making and the implementation of public services. Leaders emphasize values and goals, and communicating with clarity, meaning and empathy are paramount (Mather, 2020). In addition, leaders must trust their instincts, consult real-time data, seek expert advice, accept cognitive dissonance and imperfect solutions, build alliances, learn from experience, and adapt to new circumstances. Leaders also actively seek the next practice

rather than being seen as implementing non-standard practices (Ansell, et.al., 2021).

Transformational leadership has a significant impact on organizational performance. The articulation of a strong organizational vision can motivate and generate awareness of the purpose of the organization (Høstrup & Andersen, 2022). Nevertheless, transformative leaders must be adaptive to the situation. They must regularly open dialogue with their members to get feedback and formulate appropriate steps to serve the public optimally. Thus, a competent and capable leader should be able to deliver a strong definite sense of aim, vision and strategic design for the long run (Ahmad & Saad, 2020). In the context of this research, the author defines transformational leadership as a pattern of adaptive and participatory leadership to serve the public optimally.

### **Material and Methodology**

This research uses a qualitative approach, while the research method uses a case study. A case study is a research approach used to generate an in-depth and diverse understanding of a complex problem in a real-life context (Crowe, et al., 2011). As a study design, case studies are defined by an interest in individual cases rather than the method of inquiry used (Hyett, Kenny, & Dickson-Swift, 2014). Qualitative case studies can produce cases focusing on essential variables in the second quantitative phase (Creswell & Creswell, 2018).

The author uses two methods of collecting data. First, the author will conduct a Focus Group Discussion (FGD) to collect primary data. FGDs are used to generate information about collective views and the meaning behind those views (Gill, et.al., 2008). In this FGD, we conducted an FGD with three representatives from LSF. The three representatives include Rommy Fibri (Chairman of LSF), Dr. Naswardi (Head of Commission III for Socialization and Inter-Institutional Relations), and Abu Chanifah (Head of Administrative Subdivision).

The second is document review as a data collection method. Document review is secondary data in the form of journals, reports, policy papers, and articles that are relevant to the theme carried out by the researcher. Secondary analysis is an empirical exercise that applies the same basic research principles as

research using primary data and has steps that must be followed as with other research methods (Johnston, 2014)..

### **Result and Discussion**

Before dissecting the problems in LSF, we need to look at the historical context to understand this institution's issues better. This institution was founded on December 5, 1900, because the Dutch-owned cinema company started operating its cinema at that time. Since then, LSF has developed its roles and functions. In the era of colonialism, the role of LSF - at that time called the Film Commission - was to cut the film and give punishment to violators of the commission's decisions. These two ways can be seen in context because, at that time, the colonial government was trying to prevent the vast entry of American-produced films of the same genre (Arief, 2009).

In the era of maintaining independence, LSF was still present but had two versions. The first version was owned by NICA, which revived the Film Commission. Its role is also the same as the Film Commission. The second version belongs to Indonesia, in which the Indonesian Defense Council established the Film Examination Agency (BPF) to fortify Indonesia from foreign propaganda. When Indonesia became fully independent, the BPF changed its name to the Central Film Censorship Committee. The tasks and functions are almost identical, with only a few adjustments. However, this committee is oriented towards power rather than for the benefit of society. Then, responding to the demands of the times, this institution has to advance Indonesian films and regulate the circulation of films following the goals of the Indonesian revolution (Alkhajar, 2010).

This adjustment did not last long. When entering the New Order, BSF again became a government tool in propaganda. This is proven by moving BSF under the authority of the Minister of Information. Filmmaking also became more rigorous, and the workflow became centralized. The workflow is that the film scenario must obtain approval from the Film Directorate of the Ministry of Information before shooting begins. Then, after the shooting is complete, the rush copy (unedited film) must be submitted to the same agency for instructions on which parts should be edited. After the film is finished, it is precisely the

agency that determines whether the film passes or not (Irawanto, 1999).

This role was maintained until the enactment of Law No. 8 of 1992 concerning Film, which makes BSF work more precisely and try to side with the community. In 1994, BSF changed its name to the Film Censorship Institute. What is interesting about this change is the task. LSF not only acts as a censor (cuts and edits films) but also educates and guides the public to develop a critical attitude (self-censorship).

This historical setting directly shows the problems of LSF. In short, quite a lot of people say that the existence of LSF is no longer relevant, especially considering the word "censor" in LSF. One of them was revealed by director Joko Anwar. In 2019, he said that the role of LSF was no longer relevant.

“Censorship is irrelevant now. Society should have the ability to be able to filter shows, especially for underage family members. Censorship does not empower society to sort out shows for their respective family members (Adisya, 2019).”

This was also expressed by the Chairman of LSF, Rommy Fibri Hardiyanto. Rommy emphasized that LSF has external burdens that affect LSF performance.

“My friends and I also see that external factors must be addressed. So far, LSF has had a backpack (film butchers, the enemy of filmmakers, like to stunt creativity).”

These two statements are enough to illustrate how LSF has received a bad stigma, so its reputation is not good in the eyes of the public, especially filmmakers. These social evaluations form the basis of perceptions targeted at the organization and influence its interactions with its stakeholders (George et.al, 2016). A bad reputation also affects stakeholder trust in interacting with an organization. Studies have shown that cognitive perceptions regarding the organization's utility for society and how well it is managed and perceived by the public can serve as essential information cues that reduce risk perception and give rise to calculus – or knowledge-based trust (Schultz, et.al., 2019).

The problem at LSF is not only the terrible stigma in society. LSF also has internal organizational problems that must be

addressed, especially in terms of communication, coordination, and work culture. This problem was expressed by Abu Chanifah (Hanif). He felt the difference between the 2016 – 2020 period and the 2020 – 2024. He said, "In the past, the secretariat was the king and we took the risk. How funny, when there is a problem, the secretariat must be held responsible." Communication and coordination problems also impact the work culture, where there is no sense of belonging in the organization. Hanif further describes it:

“Long before I came to LSF, LSF's work culture was unique. Previously, the service was manual. Everyone plays a role. The role is important to earn tired money or extra money. We hope this approach improves work. The relevance is now gone.”

Hanif's statement shows that there is sectoral ego, lack of communication, and lack of coordination between directorates, making the institution's work not optimal. Foundationally, communication involves a two-way exchange of information, and internal communication occurs between leaders and followers (Mishra, Boynton, & Mishra, 2014). In addition, the culture of "tired money" makes members, especially members of the censor, seem only to come when there is a guarantee of getting it.

These internal and external problems must be addressed so LSF can work more optimally. LSF has a vital role, especially in terms of film. A film is an essential tool in shaping the culture and mindset of society. We can see how film has become an essential part of society, both as a means of education and entertainment. Given the strong impact of Film, LSF, as an authoritative institution in Indonesian cinema, has a significant role so that the Indonesian people consume quality films. Thus, LSF must transform its work culture and the organization according to the dynamics in society.

The role of the leader becomes essential here. Many factors make successful leaders create the desired work culture. First is personality. Research proves that CEO personality affects a firm's culture and that culture is ultimately related to a broad set of organizational outcomes, including a firm's financial performance (O'Reilly, et.al., 2014). The second is attitude. Leaders' behaviors are

critical to have efficient work conditions and organizational culture (Demirtas & Akdogan, 2015). Lastly is the leadership style. Depending on the leadership style adopted can impact organizational performance. In the context of transformational leaders, this style positively influences work engagement. This style enthuses, inspires, and motivates employees to work towards organizational goals, and leaders can draw out the best in the subordinates by expressing confidence in their abilities (Popli & Rizvi, 2016). However, somehow, the practice of leadership should consist of a mix of transformational and transactional leadership (Taylor, 2017).

The leader must have a transformative character when the interest is to change or transform. In this leadership style, leaders coordinate with employees to share their knowledge and give them opportunities to make decisions at the organizational level (Hussain, et al., 2018). Hence, transformative leadership articulating a vision, having high-performance expectations, and providing individualized support while embracing intellectual stimulation is relevant today, particularly in globalized markets where there is the convergence of societies, talent, knowledge, skills, and culture (Ghasabeh, Soosay, & Reaiche, 2015).

#### *The Role of Transformative Leadership and Communication*

Various studies showed that transformative leadership has a positive impact on organizations. Transformative leaders can trigger innovation by creating an innovative work culture (Weng, Huang, Chen, & Chang, 2015), have a positive impact on organizational commitment by creating a positive work environment (Brewer, et al., 2016), and influence the performance team (Rao & Abdul, 2015). Not only about culture and ways of working, but transformative leadership can also spark individual creativity within an organization or team (Çekmecelioğlu & Özbağ, 2016). Transformative leaders also contribute to change commitment by providing quality communication and stimulating member participation to get involved (Voet, 2016).

In the context of LSF, in 2020, Rommy Fibri Hardiyanto was elected as Chairman of LSF for the 2020 – 2024 period. He showed his desire to transform LSF in these four aspects:

independence, accountability, professionalism, and credibility. Leaders commonly use this vision, but looking at the context of the problems in LSF, this vision is relevant for implementation. Another thing that makes these four aspects relevant is because previously Rommy had served as a member of LSF in the previous period. As a result, he has a complete picture of the dynamics of problems in the organization. Moreover, Rommy aspires for LSF to become a reference for society, particularly in movies.

To realize its vision and mission, the current LSF period has much homework that must be addressed immediately. One of the internal problems is the work culture of LSF. Naswardi, Head of Commission III of LSF, said that LSF implemented a learning culture and positively influenced LSF members. That culture had not existed before in the previous period:

“The opportunity for members to learn was not available in the previous period. Both complement each other. Complementing each other is the benchmark for building togetherness, collaboration, and harmony.”

Naswardi's statement fully describes a fundamental change in work culture. This culture is a work culture that is democratic and based on learning. Each member has the same opportunity to strengthen their capacity. This certainly increases the work commitment of members within the organization. Various studies have examined this matter, that work environment, leadership style, and organizational culture positively and significantly impact job satisfaction (Pawirosumarto, et.al., 2017). Research has indicated that employee engagement, work environment, and organizational learning significantly positively affect organizational commitment (Hanasya, 2016).

A democratic and learning-based work culture also shows how a leader's style influences organizational performance. Leadership style is an essential factor that affects the enhancement of organizational performance and employees' job performance, and what objectives they should pursue, which also makes a profit for their employees or makes another social and economic contribution to society (Manzoor, et al., 2019). For example, in the corporate context,

transformational leadership and corporate culture positively and significantly affect work performance directly and indirectly by mediating innovative work behavior (Purwanto, 2020). Transformational leadership also influences the innovative attitude of organizational members (Li, et al., 2019).

This work culture is a manifestation of the organizational climate that LSF wants to build. The head of LSF, Rommy Fibri Hardiyanto, has his vision regarding the work culture he wants to build:

“In principle, I am collective-collegial. All are in the same position; the difference is that the chairman facilitates the flow of communication and coordination. Because if there is no chairperson, everyone will be able to make their policies.”

Creating a new work culture takes work. However, LSF leaders in the current period are aware of the role of leaders in creating culture. Rommy plays a participative communication style, which helps sustain him to drive change at LSF. The communication pattern is intensive by applying two approaches: formal and informal. The form of formal communication is through regular meetings and discussions. More intense communication occurs in an informal form, namely *kongkow*. Naswardi revealed that non-formal forums such as *kongkow* are often held to instill a culture of understanding and respect. For him, that is what forms the collective-collegial culture of the current period of LSF.

This communication climate allows for extensive member participation. Members become actively involved, and communication becomes open. This empowers members because they gain knowledge from an open flow of communication. As a result, information becomes available at every level, increases member motivation, and promotes collective decision-making processes (Bell, Chan, & Nel, 2014). Forms of open and participatory communication can increase the sense of identity of members in the organization, which leads to positive employee reactions to change (Neill, Men, & Yue, 2020). Thus, this pattern of communication can accelerate the formation of a collegial-collective culture.

The work culture that is formed makes it easier for the organization to carry out

innovations. In the current period, researchers found four innovations at LSF. First, there is a change in the film censor service process. Prior to 2020, the film censorship system still applied a manual culture. Starting in 2020 – and also driven by the pandemic – film censorship services have started to run online. Rommy Fibri disclosed this.

“... Therefore, we proclaim 100% online (register, send online). For out-of-town, send google drive. Paying can also be done online. This 100% online changes significantly at the secretarial level.”

*Second*, change the way the power of censorship works. Before the current period, censors were only in charge of censoring films and worked when there was a film to be censored. The mechanism for assessing censor power is also still being determined. However, in the current period, the censorship force has started to have a scoring system consisting of three indicators: censorship, monitoring, and liveliness of activity. This assessment assists LSF in determining who is a good quality and credible censorship staff. In addition to the scoring system, censors are involved in various LSF activities besides film censoring activities because they are competent and professional. Rommy also confirmed this:

“The censorship staff used to work during the film. We saw that censorship staff had capability and professional values in our period. They can be involved in other non-censorship LSF activities.”

*Third*, overhauling administrative governance. Before this period, the secretariat had full responsibility for financial planning. Then, during this period, the budget agency carries out financial planning and oversight. With the existence of a budget agency, financial planning and supervision become more accountable. Rommy also implicitly said that this budget agency works collectively:

“In our period, we formed a Budget Agency at LSF whose contents were representatives of members and a secretariat. The Budget Agency discusses activities and program budgets. Work relations become more synergistic and harmonious because they are done together. Members and the secretariat do together.”



Fourth, LSF builds a self-censorship culture. In 2022, LSF built a movement called Self-Censorship Culture. The goal is for those who enjoy films to have the ability to carry out self-censorship, especially with the proliferation of viewing on the internet. LSF builds cooperation with various parties: campuses and organizations. In addition, LSF also builds Independent Censor Villages, which currently exist in the Tasikmalaya, Bali, Central Java, and East Java regions.

For members, LSF leadership in this period brings the positive impact. There is an opportunity to learn and develop to be even better, whereas there was no such opportunity in the previous period. This development also confirms how transformative leadership strongly predicts learning organizations (Xie, 2020). In other words, the leadership of the current period contributes to the creation of an inclusive, responsive and collaborative work culture.

### The Implementation of Transformational Leadership on Good Governance

The relationship between transformative leadership and good governance is that transformational leadership is found as a

possible leadership style determinant that is influential in guiding and developing good governance practiced by the employees (Mohamad, Daud, & Yahya, 2014). Moreover, good governance aims for organizations to perform well and impact society. Therefore, transformative leaders become catalysts for the implementation of good governance. LSF itself is also a public institution that serves the community. Elmasry & Bakri (2019) found a positive relationship between transformative leadership attitudes and good governance, except for inspirational motivation. Applying transformative leadership can promote the principles of good governance.

Abu Chanifah said that the transformative and democratic leadership brought about by the current period aims to create clean and good governance:

“LSF brings this new paradigm to achieve excellent and clean governance. It is not easy to implement, especially since this institution has been around for a century and has a different work background and culture. This is not easy because it changes the old LSF paradigm to a more modern one.”



Figure 1. The implementation of transformative leadership and communication in building good governance

From Abu Chanifah's statement, it can be concluded that the ultimate goal of transformative leadership is to create good governance. In the context of LSF, transformational leadership is applied to change the organization's face for the better than in the

previous period. It is not easy to change an organization, mainly if an old culture is deeply rooted. But it cannot be denied that culture plays a vital role in the organization. Organizational culture has a significant impact

on the members and performance of the organization as a whole.

Regarding good governance, according to the author, LSF has implemented good governance indicators properly. Good governance aims for institutions to gain the public's trust by demonstrating the existence of good governance in the organization. We must remember that LSF is a non-structural state institution in which they work to fulfil the mission given by the state. Evidence from literature reveals that good governance practices influence citizens' attitudes and behaviours towards the government (Mansoor, 2021). Except for strategic vision, which the author has explained in the above section, the author will detail how LSF implements the principles of good governance, except strategic vision that the author has explained in the above section.

**Rule of law.** LSF has a clear legal framework for carrying out its duties through Law No. 33 of 2009. Naswardi summarizes the duties of LSF in this Law: "In Law No. 33 of 2009, the output of business processes from LSF is a sign of passing censorship, which then LSF conducts research, evaluates, and is responsible for providing quality films to the public." In Naswardi's statement, it is clear that LSF is based on the law, so what it does has strong justification and validation. Abu Chanifah then added that when there were no regulations related to institutional tasks, institutional regulations were made so that the duties and functions of institutional members would be more focused. In this aspect, LSF fulfils this aspect.

**Consensus-oriented.** The researcher found that LSF uses a dialogue approach. This is the impact of the collective-collegial leadership principle, which means that decisions must be made together. LSF often holds meetings to set targets and make crucial decisions. In addition, there is a forum in the form of a plenary meeting held to understand each other's aims and objectives better. Thus, the consensus-oriented implementation is also going well. Naswardi also explained that:

"There is a forum for mutual dialogue and discussion to understand each other's aims and objectives. The forum's formal channels are coordination meetings and plenary meetings, which are held routinely two to three times."

### **Accountability and Transparency.**

Related to these two things, the researchers found that LSF was very open in reporting its performance in this period. Abu Chanifah, Head of Administration of LSF, said: "... the first is accountability which is manifested in the form of performance reports and financial reports and institutional reports to the President, Ministers, and so on." Performance reports can also be accessed through the LSF website. In making the program, LSF designs it based on the results of evaluations and surveys related to people's viewing behavior. The 2023 program will be made based on the needs and results of the LSF survey. LSF also conducts dialogue with all parties as a form of transparency towards the LSF program. During Rommy's two-year leadership period, several significant changes made LSF an institution with good performance. This is proven by the achievements reached institutionally. The Film Censorship Institute (LSF) won third place in the 2022 Public Service Standards Compliance Predicate as assessed by the Indonesian Ombudsman for the category of State Institutions (Kompas.com, 2022). Apart from gaining recognition, the current period of LSF changed the work culture of the organization.

**Participation.** LSF also ensures that all stakeholders are involved in the LSF program. In this regard, Rommy's said:

"We have a pattern for external approaches to producers, filmmakers, film owners, and others. We had intensive communication, and we even met filmmakers who were classified as strenuous. We invite and dialogue and are visited informally. This approach was taken to exchange ideas so that they know that LSF has a new vision."

The Self-Censorship Cultural Movement is a concrete example of community participation. LSF invites the community to participate actively in this movement. The village was also invited to play a role in the success of this movement. LSF also cooperates with many universities. According to Naswardi, LSF is currently collaborating with 34 universities also will formalize agreements with ten institutions (BUMN, local government, professional organizations, and universities).

**Equity and Inclusiveness.** In this aspect, LSF invites dialogue with many stakeholders. What is most visible is when LSF opens up opportunities for filmmakers to have dialogue regarding the decision on film classification. The opportunity for dialogue was opened as wide as possible so filmmakers and LSF could understand each other's perspectives. This dialogue shows that LSF is open to anyone and can be accessed by all elements of society. In addition, from the inner side of the organization, LSF promotes an inclusive work culture, which successfully unites different cultures. Naswardi revealed that this work culture resulted from this period of transformative leadership:

"... Uniting different cultures into one and the same organizational culture. Even though they have different ethnic backgrounds and organizational levels, in the end they are formed in the same culture."

**Responsiveness.** LSF is very responsive, especially to information needs. All channels, be it websites, YouTube, or social media, are open to the public. In terms of film, LSF provides a guide consisting of synopsis and film classifications to educate the public. LSF is also alert. Overall, LSF is responsive to community needs by applying the principle of omnichannel communication. The culture of Budaya Sensor Mandiri (Independent Censorship Culture) was also born because of the proliferation of spectacles, and this was conveyed clearly by Rommy:

"LSF has a moral obligation to improve their literacy and increase their understanding that if watching it, one has to sort and choose as long as all good films are watched. This concept of stimulating public awareness is what we have done with the national declaration of the Independent Censorship Cultural Movement, which was attended by academics, House of Representatives (DPR) officials, ministers, and film actors."

**Effectivity and efficiency.** When it comes to effectiveness and efficiency, LSF runs the organization effectively. Regarding internal organization, Rommy said that the three commissions were given autonomy in designing activities and determining the budget. These activities are discussed together and become institutional level. This makes

Rommy work more effectively. Hanif then confirmed it. He said that the chairman's role was only a deadlock if there was a decision that could not be agreed upon between the commissions. In short, there is autonomy and independence in each commission which makes LSF's work more effective.

By creating a good work culture, transformative leaders can implement the principles of good governance to maintain organizational performance. Implementing good governance is essential, especially with its mission of wanting to get closer to the community. The award that LSF received for its organizational performance is a strong justification that LSF has implemented good governance as a whole. Several organizations have yet to realize the importance of good governance aspects in the organization. International-class sports regulatory bodies need help to fulfil aspects of good governance: no decentralization in decision-making, uncertain leadership terms, and lack of accountability and transparency (Geeraer, Alm, & Groll, 2014). Meanwhile, in companies, the application of good governance – in company terms, it is called good corporate governance – has a positive effect on financial performance, where much supervision from the existing management can improve company performance (Mahrani & Soewarno, 2018).

Although the relationship between transformative leadership is indirect, it helps create a working climate and culture that supports applying the principles of good governance. LSF is concrete evidence of how transformative leadership can influence the implementation of good governance. By creating a work culture that is inclusive, participatory, and community-oriented, Rommy Fibri's leadership can apply the principles of good governance properly. The more effective the leadership style, the higher good governance will be performed by the employees (Mohamad, Daud, & Yahya, 2014). This means that transformative leaders strongly influence the implementation of good governance.

## Conclusions

The transformative leadership carried out by Rommy Fibri Hardiyanto at LSF significantly impacted the creation of a work culture that was inclusive, participatory, collaborative, and community service-oriented.

With participatory communication patterns, LSF can form a collegial-collective work culture. LSF can create various innovations that are beneficial to society. Apart from that, Rommy Fibri Hardiyanto was also able to lead LSF to become an organization with good governance, as evidenced by its awards from the Ombudsman. Transformative leadership does have an indirect relationship, but in the case of LSF, it is very influential, so LSF has good governance.

This research has theoretical and practical implications. At the theoretical level, this article contributes to the development of the literature on how transformative leadership influences the implementation of good governance, especially in public institutions. However, further research is needed to examine how the work culture created by transformative leaders affects the implementation of good governance. This is because work culture is vital in many things, including innovation, performance, and many more. In a practical setting, this article can be a reference for leaders in terms of effective leadership and work culture approaches to maximize organizational performance.

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