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THE IMPACT OF LEADER POWER ON ORGANIZATIONAL DEVELOPMENT: A STRATEGIC APPROACH TO DECISION-MAKING

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Abstract. Leaders play a pivotal role in shaping the trajectory of work programs and facilitating accomplishing of organizational goals. This study investigates the intricate relationship between leader power, decision-making, and organizational development. Drawing upon a quantitative approach, a structured questionnaire was administered to 386 civil servants to collect data. The empirical analysis employed the Smart-Partial Least Square (SmartPLS) software to examine the structural equation model. The findings substantiate the proposed model, revealing that decision-making partially mediates the association between leader power and organizational development. Interestingly, the direct effects of leader power and decision-making on organizational development are found to be more significant. These results underscore the paramount significance of effective decision-making and shed light on the nuanced interplay between leader power, the decision-making process, and organizational development.

Keywords: leader power, organizational development, decision-making.

JEL Classification: M10, D70.

Introduction

Power implementation in leadership is a captivating area of study that holds significant influence over an organization's direction and success. Leaders are central in driving change and fostering organizational development (Schaedler et al., 2022). A leader must possess power (Sturm et al., 2021). However, the extent of power that leaders wield can vary, with individuals in precarious positions less inclined to take decisive actions than those in stable positions (Mooijman et al., 2019). Furthermore, unstable power may diminish leaders' ability to distribute power among others (Feenstra et al., 2020). Leaders must make difficult decisions with uncertain outcomes (De Wit et al., 2017). Robbins and Judge (2018), leader power refers to a leader's ability to influence the behavior of their followers following the leader's intentions.

Leaders must enhance followers' expectations for success and achieving goals (Jabbar & Hussin, 2019). The concept of power is predominantly shaped by dependency, where the extent of a leader's power is determined by the degree of followers' reliance on them (Sturm et al., 2021). Power in leadership encompasses followers' perceptions of the leader's authority and their active participation in exercising that power. As Fousiani and Wisse (2022)

highlighted, leader power is a responsibility that positively impacts the quality of leader-follower relationships. Therefore, a comprehensive understanding of leadership power is crucial for making successful decisions and enhancing organizational effectiveness (Doornenbal et al., 2022). Decision-making is selecting various alternatives to achieve desired outcomes (Straková & Talíř, 2020). Leaders integrate various decision-making processes (Scholl et al., 2022). Skilled leaders comprehend how to effectively leverage their influence and recognize the importance of decision-making in driving organizational development. Consequently, their power is intricately linked to decision-making, which, in turn, contributes to organizational development.

Some studies have focused on investigating strategies for managing individuals and groups within organizations. The pursuit of power is often driven by the desire to secure promotions (Arora & Rao, 2018). The relationship between power and decision-making has also been explored within the context of the era of artificial intelligence (Fast & Schroeder, 2020). Power can exert its influence on decision-making through two primary mechanisms: by enhancing goal orientation and by engaging in activities that align with social role expectations (Ent

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et al., 2012). Power enables leaders to prioritize goals that are in line with their roles, facilitating effective performance. However, it is important to acknowledge that the possession of power by leaders can also lead to impulsive behavior, potentially resulting in adverse consequences for the organization.

Decision-making plays an increasingly important role for leaders in identifying opportunities, detecting and solving problems they face, and predicting and preventing future threats (Jordão et al., 2020). The effectiveness of a leader depends on the proximity or distance between the leader and their followers (Anand et al., 2018). Actively consulting with subordinates and seeking collaborative decision-making (Muzanenhamo & Chikosha, 2022). Leadership also involves implementing change by laying a foundation of influence among followers. Leaders motivate their followers to commit to and strive towards shared goals while working to overcome obstacles to organizational development (Hussain et al., 2018). The crucial role of leaders is closely associated with their attitudes toward change and their followers' acceptance or opposition to that change (Walk, 2023).

Organizational development holds significant importance in fostering adaptability and improvement, thereby enhancing overall effectiveness. The decision-making authority wielded by leaders plays a pivotal role in driving the process of organizational development. Additionally, development initiatives have the potential to induce behavioral changes among the organization's members. Manolopoulos et al. (2022) show that both rational and intuitive strategic decision-making improves performance. A high-functioning organization actively pursues strategic growth, encompassing multiple dimensions such as technological advancements, structural enhancements, talent management, and business strategy (Fischer et al., 2022). These initiatives involve identifying and adjusting learning requirements, adapting to evolving circumstances, and effectively utilizing various media to facilitate desired organizational changes. By embracing these endeavors, organizations can effectively navigate dynamic environments and foster continuous growth and improvement.

Wong et al. (2020) assert that leaders possess legal authority over the majority of organizational decisions. The ability to make decisions is controlled by a leader's effective attitude toward the implementation process (Sreenivasa Chakravarthi et al., 2023). When integrated with other variables, decision-making holds the potential to optimize and enhance organizational quality (Shrestha et al., 2019). Existing empirical evidence suggests that decision-making serves as a mediating factor in the relationship between leader power and the promotion of organizational development. However, there is a research gap regarding the examination of the role of power in driving organizational development through decision-making. Therefore, this study aims to investigate the influence of leader power on both organizational development and decision-making, while also exploring the potential mediating role of

decision-making. Additionally, this study seeks to examine the impact of leadership power in organizational development with a strategic approach to decision-making.

The findings from this research will contribute valuable insights to the broader leadership theory, particularly focusing on the significance of leader power within the context of human resources management studies. By addressing this knowledge gap, this study aims to enhance our understanding of the intricate dynamics of leader power and its impact on organizational outcomes, specifically within the context of government agencies.

Considering the role of leaders, it is crucial to recognize and analyze the impact of leader power in enhancing organizational development. It would be highly intriguing to investigate and examine this phenomenon while considering a strategic approach to decision-making. Research on leader power within government agencies remains limited, making it theoretically necessary to conduct more in-depth studies in this specific context.

1. Literature review and hypothesis development

1.1. Leader power and organizational development

Power is defined as the possession of control, capability, force, ability, and authority. On the other hand, leadership is a social process that involves individuals or teams collaborating to face challenges and achieve goals aligned with the organization's mission (Swensen et al., 2016). According to Ionescu and Bolcaş (2019), effective leadership is establishing visions, motivating human resources, and generating the necessary momentum to undertake organizational development projects.

Leader power holds the potential to drive organizational development. Mintzberg (2010) emphasizes that while leaders may embrace change, resistance to change can arise from other individuals within the organization. Leaders bear the responsibility of decision-making and allocating human resources within the organization (Wang & Guan, 2018). Power significantly influences leadership actions aimed at achieving organizational learning objectives. Research by Qiuyun et al. (2020) demonstrates that organizational misconduct increases with leadership power. Furthermore, as highlighted by Fast and Schroeder (2020), power empowers individuals to fulfill their desires, exercise control, and make decisions. Therefore, individuals in positions of power are likely to impact organizational development.

Power in leadership has been found to positively impact various aspects of organizational functioning, such as teamwork, job satisfaction, communication, and coordination, thus contributing to higher organizational quality (De Brún & McAuliffe, 2022). Unbridled power drives leaders to exert control over scarce organizational resources (Rus et al., 2012). Organizational development is closely intertwined with organizational behavior as it systematically uses behavioral science and planned approaches to enhance organizational effectiveness.

Lundqvist et al. (2022) suggest that leaders must identify ways to incorporate learning into everyday work situations to adapt to change effectively and foster organizational development. Organizational development is not a singular concept with a straightforward definition; it comprises a range of planned change interventions grounded in democratic humanistic principles, aiming to increase organizational effectiveness and employee well-being. Given the complexity and significance of organizational development, leaders play a crucial role in driving and facilitating its effective implementation.

Based on the literature above and research findings, it is evident that there is a correlation between leader power and organizational development. Therefore, we propose the following hypothesis:

Hypothesis 1: Leader power positively and significantly impacts organizational development.

1.2. Leader power and decision-making

Strategic decisions are made by the top leaders within an organization (Onuk, 2020). Leaders possess the power to make decisions, which can influence the actions of others. Power can be divided into two main aspects: authority and influence (Arora & Rao, 2018). According to Ent et al. (2012), power is utilized to exert control over individuals and is associated with both successful and unsuccessful self-regulation. Leaders hold the power to determine the survival of an organization (Yulihasri et al., 2018). The role of leaders is crucial in determining organizational survival through strategic decision-making (Zehnder et al., 2017). Furthermore, Kamal et al. (2021) suggest that leaders can demonstrate their competence through effective decision-making. The role of leaders needs to be clarified in the decision-making process (Dionisio, 2017). Decision-making involves procedures for rational decision-making within an organization (Hodgkinson & Sadler-Smith, 2018).

Following the research executed by Robbins and Judge (2018), power can be dichotomized into two categories: formal power and personal power. Formal power is derived from an individual's rank within an organization, evaluated through their capacity to exert coercive power, dispense rewards, and uphold acknowledged authority. Conversely, personal power originates from the individual's competencies, skills, distinctive traits, and other personal attributes. This category can be further subdivided into expert power and referent power. As evidenced in the study by Fehr et al. (2013), leaders, when making decisions, strive to preserve their positions of power.

The effect of leaders' power on the decision-making process about organizational goals is a significant factor to take into account. Efficient leaders make executive decisions (Chen, 2023). Leaders continually scrutinize activities within the organization to assess their significance and pertinence (Trevisan & Mouritsen, 2023). Delving into the complexities and consequences of behavioral decision-making calls for a thorough exploration of the decision-making process itself (Aldag, 2012). Fast and Schroeder (2020) underscore that the influence of power on decision-making hinges on the traits of the decision-maker. Strategic organizational decision-making is characterized as decision-making under uncertainty (Trunk et al., 2020). Power shapes individuals' mindsets and influences judgment and decision-making through the establishment of role-based expectations. Olorunleke (2015) notes that recognizing individuals who possess decision-making power allows one to enhance their influence in the decision-making process through the formation of alliances. Additionally, Robbins and Judge (2018) suggest that decision-making in organizations can be categorized into various types, such as rational decision-making, bounded rationality, and intuitive decision-making.

Based on the description above, prior studies indicate a correlation between leader power and decision-making. Therefore, we propose the following hypothesis:

Hypothesis 2: Leader power has a positive and significant impact on decision-making.

1.3. Leader power in enhancing organizational development mediated by decision-making

Arora and Rao (2018) contend that leaders play a pivotal role in decision-making, leveraging their expertise and knowledge to propel organizational growth. The effective exercise of power by leaders shapes others' receptivity toward their decisions. Leaders bear the responsibility of making decisions aimed at enhancing management and fostering organizational growth (Nuraeni et al., 2022). Such decisions should strive to strategically navigate the competitive landscape, thereby ensuring the organization's survival and expansion. Additionally, Martinez et al. (2012) discovered that the leader's power profoundly impacts the quality of leader-employee relationships and work stress, a result of the employees' expectations within these relationships. The decision-making process is crucially important as a leadership responsibility and a management activity (Zehra Tan, 2023).

Through a comprehensive evaluation of diverse perspectives, leaders' authority within an organization can catalyze enhancing various aspects of organizational development, including decision-making processes, career advancements, and reward systems. The influence of leaders' power can yield positive outcomes, enabling effective decision-making and fostering organizational growth. However, it is crucial to acknowledge that leadership power also carries the potential for negative consequences, such as the occurrence of decision-making errors. By understanding the complexities of leader power dynamics, organizations can effectively leverage this authority while mitigating potential risks, ensuring a balanced approach that promotes organizational success.

As Robbins and Judge (2018) mentioned, organizational development is an approach to change aimed at enhancing organizational effectiveness and improving

employee well-being. There are several methods available for enhancing organizational effectiveness, including (1) sensitivity training, (2) survey feedback, (3) process consultation, (4) team building, (5) intergroup development, and (6) appreciative inquiry. Based on the information provided above, we propose the following hypothesis:

Hypothesis 3: Leader power positively and significantly impacts organizational development through decision-making.

Following the research executed by Robbins and Judge (2018), power can be dichotomized into two categories: formal power and personal power. Formal power is derived from an individual's rank within an organization, evaluated through their capacity to exert coercive power, dispense rewards, and uphold acknowledged authority. Conversely, personal power originates from the individual's competencies, skills, distinctive traits, and other personal attributes. This category can be further subdivided into expert power and referent power. As evidenced in the study by Fehr et al. (2013), leaders, when making decisions, strive to preserve their positions of power.

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The complex interplay between leader power, organizational development, and decision-making offers invaluable insights into the dynamics present within organizational contexts. Harris et al. (2015) emphasized the substantial and influential impact of leader power on the overall functionality of organizations, congruent with the findings of Omisore and Nweke (2014), who spotlighted the role of power in ensuring organizational survival. A thorough understanding of the concept of power is paramount in comprehending the intricacies of organizational development. Avenant et al. (2016) investigated a human interaction-centric approach to organizational development, acknowledging the complexities involved, particularly within the dynamic environment where leaders navigate daily while seeking to foster organizational growth. The study by Asikhia and Nwadiuru (2021) indicated a strategic decision-making approach that enables the sustainability of competitive advantage.

By examining the interconnections between leader power, organizational development, and decision-making, this research seeks to enhance our understanding of the intricate dynamics within organizations. The findings will contribute to the existing body of knowledge, shedding light on the significance of leadership power and its implications for organizational development. The study recognizes the challenges associated with comprehending the multifaceted nature of organizational development, particularly within the ever-evolving context in which leaders navigate to promote organizational growth.

The power relations perspective within the organizational development approach elucidates the intricate interplay of complexity, power dynamics, power groupings, power utilization, power-related concerns, social dynamics, leadership contributions, personal traits, and the impact of organizational features. Arora and Rao (2018) assert that leaders leverage their power within an organization to make decisions and secure employee acceptance, gaining a competitive advantage. Ent et al. (2012) highlight the link between power and the success or failure of self-regulation, with power influencing individuals' goal-directed behavior. While power within leadership facilitates decision-making, it can also result in deviations from established controls. Hence, decision-making processes within organizations should prioritize the cultivation of skills and competencies that contribute to organizational development. Obioma Ejimabo (2015) underscores the imperative for executives to embrace change and improvement in decision-making, considering factors such as technology, diversity, globalization, policies, teamwork, and leadership effectiveness.

This research seeks to delve into the intricate dynamics of power relations and decision-making within the context of organizational development. By examining the multifaceted aspects of power and its implications for decision-making processes, the study aims to provide valuable insights into fostering organizational growth and effectiveness. The findings will contribute to the existing body of knowledge, emphasizing the significance of embracing change, technological advancements, teamwork, and effective leadership in enhancing decision-making practices for organizational development.

2. Research methods

The design of this study adopts a survey research model, to describe, elucidate, and explore the intricate relationship between leader power, organizational development, and decision-making. Utilizing a quantitative approach, data is amassed through a meticulously constructed structured questionnaire.

The data collected from the questionnaire instrument constitute primary data concerning leader power, organizational development, and decision-making. The target population of this study includes civil servants in Jambi Province, amounting to a total population of 11,688 individuals (jambi.bps.go.id).

The selection of civil servants as respondents is based on theoretical aspects and presumptions. The theoretical aspect is employed to substantively develop theory within government agencies, while the presumption aspect is utilized to define the characteristics of leaders in developing the organization with a strategic approach to decision-making within government institutions.

Table 1. Operational variables
(source: developed for research, 2022)

Variable	Dimension	Indicator
Leader power	1. Formal Power	1. Coercive power
		2. Reward power
		3. Legitimate power
	2. Personal Power	1. Expert power
		2. Referent power
Decision making	Rational decision-making	1. Identify the problem 2. Establish decision criteria 3. Weigh decision criteria 4. Generate alternatives 5. Evaluate alternatives 6. Select the best alternative
Organizational development	1. Sensitivity training	1. Changing behavior 2. Organizational intervention
	2. Survey feedback	1. Identifying differences in perception 2. Assessing members' attitudes
	3. Process consultation	1. Task-oriented process consultation 2. Developing process-analyzing skills
	4. Team building	1. High-level of interactivity 2. Increasing the level of trust and openness
	5. Intergroup development	1. Forming groups within the organization 2. Intergroup problem-solving
	6. Appreciative inquiry	1. Identifying organizational strengths 2. Envisioning a positive future 3. Finding shared vision 4. Determining action plans and developing strategies

To ensure representative results, a sample size of 386 civil servants is selected using a probability sampling technique, with a margin of error set at 5%.

The collected data is subjected to rigorous statistical analysis utilizing the advanced Smart-Partial Least Square (Smart-PLS) software. This sophisticated statistical tool enables the examination of complex relationships and the assessment of the proposed theoretical model. By employing this analytical approach, the study aims to uncover meaningful insights into the interplay between leader power, organizational development, and decision-making. The findings derived from the statistical analysis will provide empirical evidence to support or refute the hypothesized relationships, thus contributing to the existing body of knowledge in this field.

Table 1 presents the operational variables comprising all the variables in the hypothesis.

To assess the constructs of leader power, organizational development, and decision-making, a comprehensive scoring scale was implemented, as outlined in Table 2. The scoring scale ranges from 1 to 5, with each score corresponding to specific ranges. For instance, a minimum score of 1 corresponds to a range of 20 to 35.9, while a score of 2 represents a range of 36 to 51.9. Similarly, a score of 3 corresponds to a range of 52 to 67.9, and a score of 4 corresponds to a range of 68 to 83.9. The highest score of 5 represents a range of 84 to 100.

This scoring scale facilitates a nuanced evaluation of the constructs under investigation, enabling a more precise measurement of leader power, organizational development, and decision-making. By assigning scores within specific ranges, the scoring scale provides a comprehensive framework for analyzing and interpreting the collected data, yielding valuable insights into the relationships among these crucial variables.

Table 2. The scoring scale for the study constructs
(source: processed for research, 2022)

Score	1 (Minimum)	2	3	4	2 (Maximum)
Level	Very low	Low	Moderate	High	Very High
Scoring range	20–35.9	36–51.9	52–67.9	68–83.9	84–100

3. Results

3.1. Overview of research variable

3.1.1. Leader power

Leader power encompasses the influential capacity of a leader to shape the behavior and actions of followers, compelling them to align with the leader's objectives. The exercise of leadership power within the context of this study is evident and is depicted in Table 3 below. The table provides a comprehensive overview of the various manifestations and expressions of leader power employed within the research setting.

Table 3. Description of leader power variable (source: processed for research, 2022)

Variable	Dimension	Indicator	Actual Score	Max Score	(%)	Note
Leader power	1. Formal Power	1. Coercive power	749	1930	38.81	Low
		2. Reward power	994	1930	51.50	Low
		3. Legitimate power	1405	1930	72.80	High
	The average score of *Formal Power*		3148	5790	54.40	Moderate
	2. Personal Power	1. Expert power	1447	1930	74.97	High
		2. Referent power	1256	1930	65.08	Moderate
	The average score of *Personal Power*		2703	3860	70.03	High
The average score of *Leader Power*			5851	9650	60.63	Moderate

The study findings, as presented in Table 3, shed light on the dimensions of power observed within government institutions/organizations in Jambi Province. Specifically, two dimensions of power are identified: formal power, which is derived from the leader's position within the institution, encompasses coercive power, reward power, and legitimate power. The study reveals that leaders within these organizations have limited power to enforce compliance among civil servants through physical, emotional, and psychological threats. Moreover, their authority to grant incentives such as remuneration, bonuses, promotion recommendations, recognition, and interesting work assignments is observed to be low. However, it is noteworthy that leaders demonstrate a high score in terms of legitimate power, indicating that employees recognize and acknowledge their power and authority within the organizational hierarchy.

These findings contribute to our understanding of the power dynamics within government institutions/organizations and highlight the nuances of the different dimensions of power at play. The study provides valuable insights into the extent to which leaders exercise their power and the perceived legitimacy of their authority. These findings have implications for leadership practices and organizational behavior within the context of government institutions, emphasizing the importance of recognizing and leveraging legitimate power to foster employee compliance and organizational effectiveness.

In contrast, personal power originates from the unique skills and personal attributes of individuals. In the context of government institutions, leaders exhibit a high level of expertise, skills, and knowledge, endowing them with expert power. This power enables them to effectively guide and direct civil servants in accomplishing the organization's targets. The study findings further reveal that leaders possess a moderate level of referent power, which arises from qualities such as equality, imitation, loyalty, and charisma. These inherent qualities form the basis for others to perceive and identify their leader as someone worth emulating and following.

The observation of personal power dimensions in government institutions contributes to our understanding of the multifaceted nature of leadership and its impact on organizational dynamics. The possession of expert power empowers leaders to leverage their knowledge and expertise to influence and shape the behaviors of civil servants. Additionally, the presence of referent power suggests that leaders are regarded as role models, commanding respect and admiration from their followers. By delving into these personal power dimensions, this study provides valuable insights into the intricacies of leadership effectiveness within the unique context of government institutions.

3.1.2. Decision making

The role of leaders in decision-making processes holds significant importance as they bear the responsibility for the outcomes and consequences resulting from those decisions. The implementation of decision-making is a key aspect addressed in this study, as highlighted in Table 4. The table provides a comprehensive overview of the various decision-making processes and their

Table 4. Description of decision-making variable (source: processed for research, 2022)

Variable	Dimension	Indicator	Actual Score	Max Score	(%)	Note
Decision making	Rational decision making	1. Identify the problem	1332	1930	69.01	High
		2. Establish decision criteria	1297	1930	67.20	Moderate
		3. Weigh decision criteria	1291	1930	66.89	Moderate
		4. Generate alternatives	1204	1930	62.38	Moderate
		5. Evaluate alternatives	1299	1930	67.30	Moderate
		6. Select the best alternative	1451	1930	75.18	High
	The average score of *Rational Decision Making*		7874	11580	68	High
The average score of *Decision Making*			7874	11580	68	High

execution within the research context. By examining the specific instances and dimensions of decision-making, this study aims to shed light on the multifaceted nature of the decision-making process and its implications for organizational outcomes.

Based on the intriguing findings presented in Table 4, the analysis uncovers a remarkable discovery within the decision-making variable in government institutions: the prevalence of rational decision-making as the dominant dimension. Rational decision-making entails a systematic approach, encompassing the utilization of complete information, impartial identification of available alternatives, and the determination of the best course of action. This study uncovers that leaders within government institutions exhibit remarkable proficiency in several crucial aspects of rational decision-making.

Notably, these leaders showcase their adeptness in clearly defining and articulating organizational problems, meticulously identifying and evaluating decision criteria, and skillfully weighing the various factors at play. Moreover, their creativity shines through as they generate a comprehensive list of alternatives, showcasing their ability to think innovatively. A distinguishing characteristic of these leaders lies in their objectivity when assessing and evaluating the alternatives, ensuring a comprehensive and impartial decision-making process.

The remarkable competence demonstrated by these leaders resonates within the organization. As they effectively communicate their final decisions, they are met with acceptance and support from the civil servants, highlighting the impact of their rational decision-making prowess. These findings shed light on the crucial role of leaders in driving rational decision-making processes within government institutions, showcasing the importance of their skills, expertise, and objectivity in facilitating effective decision-making outcomes.

3.1.3. Organizational development

In the face of ever-evolving challenges, leaders must possess the capacity to embrace change and foster continuous learning within their organizations. The ability to integrate learning into everyday work experiences and proactively intervene in planned adjustments is vital for enhancing organizational effectiveness. The implementation of organizational development practices is a key aspect addressed in this study, as evidenced in the compelling findings presented in Table 5.

Organizational development, a captivating and purposeful process, involves a systematic approach to drive positive change within an organization, ultimately enhancing its effectiveness and promoting the well-being of its members. This transformative journey values the growth and development of individuals and the organization as a whole, fostering collaborative and participatory approaches that empower individuals to shape their work environment.

Table 5. Description of organizational development variable (source: processed for research, 2022)

Variable	Dimension	Indicator	Actual Score	Max Score	(%)	Note
Organizational development	1. Sensitivity training	1. Changing behavior	1093	1930	56.63	Moderate
		2. Organizational intervention	1199	1930	62.12	Moderate
	The average score of *Sensitivity training*		2292	3860	59.38	Moderate
	2. Survey feedback	1. Identifying differences in perception	1278	1930	66.22	Moderate
		2. Assessing members' attitudes	1297	1930	67.20	Moderate
	The average score of *Survey feedback*		2575	3860	66.71	Moderate
	3. Process consultation	1. Task-oriented process consultation	1278	1930	66.28	Moderate
		2. Developing process-analyzing skills	1266	1930	65.59	Moderate
	The average score of *Process consultation*		2544	3860	65.91	Moderate
	4. Team building	1. High level of interactivity	1423	1930	73.73	High
		2. Increasing the level of trust and openness	1465	1930	75.91	High
	The average score of *Team building*		2888	3860	74.82	High
	5. Intergroup development	1. Forming groups within the organization	1191	1930	61.71	Moderate
		2. Intergroup problem-solving	1207	1930	62.54	Moderate
	The average score of *Intergroup development*		2398	3860	62.12	Moderate
	6. Appreciative Inquiry	1. Identifying organizational strengths	1358	1930	70.36	High
		2. Envisioning a positive future	1188	1930	61.55	Moderate
		3. Finding shared vision	1252	1930	64.87	Moderate
		4. Determining action plans and developing strategies	1297	1930	67.20	Moderate
	The average score of *Appreciative Inquiry*		5095	7720	66	Moderate
The average score of *Organizational development*			17792	27020	65.85	Moderate

Within the context of this study, organizational development is delineated into six intriguing dimensions that encapsulate various interventions and strategies:

1. Sensitivity training: This dimension emphasizes the cultivation of awareness and empathy among individuals, fostering a deeper understanding of different perspectives and enhancing interpersonal relationships.
2. Survey feedback: By collecting and analyzing data through surveys, organizations gain valuable insights into areas for improvement, enabling targeted interventions to enhance organizational effectiveness.
3. Process consulting: This dimension focuses on engaging external consultants who provide expert guidance and support to facilitate organizational change processes.
4. Team building: A crucial dimension that promotes collaboration, trust, and cohesion among team members, enabling them to work together more effectively towards common goals.
5. Intergroup development: This dimension recognizes the significance of fostering positive relationships and collaboration among different groups within the organization, breaking down silos, and promoting a more cohesive and integrated work environment.
6. Appreciative inquiry: This dimension adopts a strengths-based approach, exploring and amplifying the organization's positive aspects to drive transformative change and promote a culture of excellence.

By categorizing organizational development into these six dimensions, this study provides an alluring framework for understanding and implementing interventions that can foster organizational growth, empower individuals, and cultivate a positive work environment. The exploration of these dimensions contributes to the existing body of knowledge, highlighting the multifaceted nature of organizational development and its potential to drive positive change and improve organizational effectiveness.

The intriguing findings of this study shed light on the remarkable organizational development endeavors within government institutions and organizations in Jambi Province. The results illuminate the diverse range of training programs implemented, showcasing their impact on behavior change through unstructured interactions, coaching, and team-building interventions. These initiatives have yielded a commendable level of effectiveness in promoting positive shifts in organizational dynamics.

Furthermore, the study reveals the moderate yet proactive efforts of these entities in soliciting and leveraging survey feedback. By identifying perception differences among their members, these organizations actively engage in discussions and provide effective solutions to address and resolve these disparities. This demonstrates a commitment to fostering an inclusive and harmonious work environment.

Importantly, decision-makers within these organizations exhibit a commendable level of attentiveness and responsiveness to employee attitudes. Through consistent monitoring and assessment, decision-makers are equipped with valuable insights into the sentiments and opinions of employees. This enables them to make informed decisions and implement appropriate measures to enhance employee satisfaction and engagement.

These findings illuminate the dedication of government institutions and organizations in Jambi Province towards fostering positive organizational development. By implementing various training programs and actively seeking and addressing employee feedback, these entities showcase their commitment to cultivating a conducive work environment that promotes growth, collaboration, and overall organizational effectiveness.

In process consultation, leaders within these institutions have demonstrated commendable effort in providing task-oriented process consultations. They guide and train members in solving their problems after collaboratively diagnosing the underlying causes. The leaders have developed significant skills in analyzing task-related processes and offering alternative solutions to employees, showcasing their commitment to facilitating effective problem-solving.

Moreover, the study uncovers a high level of interaction within the organization, indicating the successful team-building efforts undertaken by leaders. They have fostered openness among team members, fostering a collaborative and inclusive work environment that nurtures creativity and effective communication.

However, the intergroup development efforts exhibit a moderate level, suggesting room for further improvement. The leaders have tried to enhance coordination and performance among teams through regular meetings and a focus on team problem-solving. While these efforts have yielded positive results, there is potential for greater collaboration and integration among different groups within the organization.

Within the context of appreciative inquiry, leaders exhibit a strong identification of organizational strengths. Both leaders and employees have gained substantial knowledge about the organization's future vision over five years. Additionally, there is a moderate level of effort in understanding the shared vision between the organization and its members, emphasizing the importance of aligning goals and aspirations.

Notably, the leaders have demonstrated a robust determination of action plans and the creation of effective strategies for organizational development. Their proactive approach to driving positive change reflects their commitment to continuous improvement and growth.

These findings highlight leaders' dynamic and multifaceted efforts in promoting organizational development. While notable achievements exist in process consultation, team-building, and appreciative inquiry, there is potential for further enhancement, particularly in intergroup

development. The study underscores the significance of leaders' actions and strategies in shaping the organizational culture and facilitating positive change for sustained growth and effectiveness.

3.2. Validity testing

To determine the validity of the indicators, a loading factor exceeding 0.5 is considered significant for the intended construct, as Ghozali and Latan (2015) mentioned. In this study, the SmartPLS output yields compelling results for the loading factors, which are as follows:

Based on Figure 1, it is evident that the discriminant validity test indicates several indicators with validity levels < 0.5, rendering them invalid. Consequently, to proceed with the data analysis, the invalid indicators were removed as data.

Figure 2 illustrates the PLS model after the elimination of the invalid data.

Based on the presented Figure 2, it becomes apparent that all indicators have met the validity criteria, with their values > 0.5. This indicates that the data is deemed valid, allowing for the resumption of data processing.

3.3. Hypothesis testing

The path coefficient is a method for determining the significance of relationships between variables. The following are the results of the path coefficient analysis conducted in this study.

Based on Table 6, power has a significant positive influence on both organizational development and rational

Table 6. Path coefficient

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/ STDEV|)	P Values
Power -> Organization development	0.290	0.290	0.036	8.147	0.000
Power -> Rational Decision-making	0.588	0.593	0.036	16.501	0.000
Rational Decision-making -> Organization development	0.617	0.617	0.033	18.498	0.000

decision-making. The t-statistics values for both relationships (8.147 for power → organizational development and 16.501 for power → rational decision making), surpass the value of the t-table value (1.96). Furthermore, the p-values for both relationships are 0.000, which is less than the significance level of 0.005. Consequently, these findings support the first and second hypotheses, confirming that power significantly positively affects organizational development and rational decision-making.

Specific criteria are applied to test the third hypothesis regarding the indirect relationship between variables
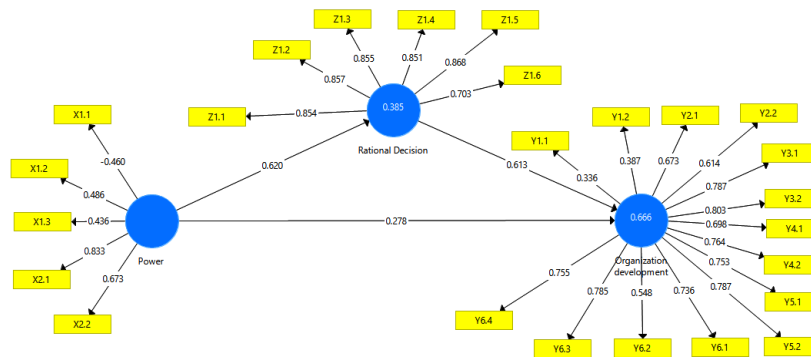

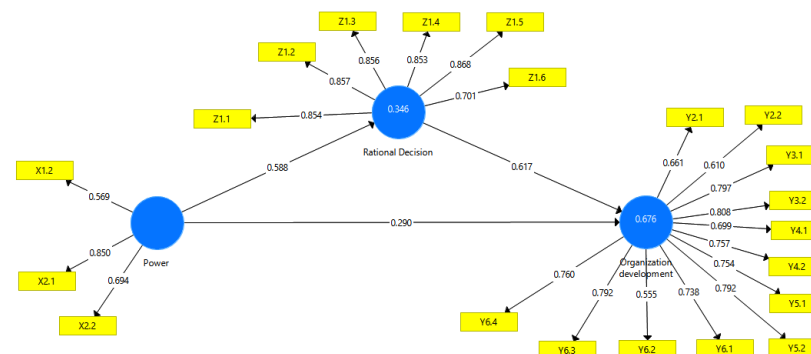
Figure 1. PLS Model Algorithm (1)

Figure 2. PLS Model Algorithm (2)

mediated by another variable. If the p-values < 0.05, it indicates statistical significance. This outcome implies that the mediator variable effectively mediates the exogenous variable's effect on the endogenous variable.

Table 7. Specific indirect effects

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Power -> Rational Decision Making -> Organization development	0.363	0.366	0.031	11.876	0.000

Based on Table 7, the value for the indirect relationship between power and organizational development, mediated by rational decision-making, is 0.363, with a p-value of 0.000 < 0.05. These results suggest that rational decision-making plays an important role in mediating the relationship between power and organizational development. Therefore, the results support the third hypothesis in this study.

4. Discussion

4.1. Leader power and its impact on organizational development

The findings of this study unveil a compelling relationship between leader power and organizational development, highlighting the significant influence leaders possess in shaping the growth and effectiveness of their organizations. Leaders wield the authority to offer various incentives such as remuneration, bonuses, promotion recommendations, recognition, and engaging work assignments, thereby fostering a motivated and dedicated workforce. This, in turn, prompts the organization to invest in training initiatives that aim to drive behavioral change through unstructured or informal interactions.

Organizational development manifests in various forms, and one such form is the leader's involvement in task-oriented process consulting. Leaders take on the crucial role of directing or coaching employees, empowering them to autonomously handle problems after a collaborative assessment of areas for improvement. By encouraging self-sufficiency and problem-solving skills among employees, leaders foster a culture of continuous improvement and growth within the organization.

Furthermore, leaders play a pivotal role in nurturing transparency and openness among team members. Through their guidance and effective communication, they strengthen coordination efforts and promote seamless collaboration within teams. This, in turn, leads to improved overall team performance, ultimately contributing to the organization's success.

These findings emphasize the substantial role leaders play in spearheading organizational development. Previous research by Mooijman et al. (2019) suggested that trust hinges on leaders' concerns over the loss of power, prompted by instability in authority. By capitalizing on their power and authority, leaders cultivate an environment that promotes employee growth, encourages autonomy, and enhances teamwork. This underlines the pivotal importance of effective leadership in fostering organizational growth and success.

These compelling findings reinforce the insights presented in a previous study conducted by Omisore and Nweke (2014), which underscored the integral role of survival within the framework of organizational development. Organizational development is an ongoing and progressive process aimed at expanding and improving an organization positively. It involves the proactive adoption of necessary adjustments to enhance adaptability in response to changes in the industry, market dynamics, and technological advancements. As organizations strive for growth and success, the role of leaders in supporting and managing this process becomes increasingly critical.

The research conducted by Avenant et al. (2016) further corroborates these findings, highlighting the significant impact that effective power utilization by leaders can have on unlocking the full potential of individuals within their teams. This, in turn, enables organizational progress and growth. The exercise of leadership power plays a vital role in fostering a conducive environment that nurtures talent, promotes innovation, and supports the overall advancement of the organization.

These findings collectively emphasize the dynamic relationship between organizational development and effective leadership. As organizations navigate through the evolving landscape, leaders are pivotal in driving the necessary changes, empowering their teams, and fostering a culture of continuous improvement. By leveraging their power and influence, leaders can unlock the potential of individuals, enabling organizational progress and success.

4.2. Leader power and its impact on decision making

The findings of the study unveil the compelling and significant influence of leadership power on decision-making processes within organizations. This highlights the pivotal role of leader power as a dynamic behavioral concept that profoundly shapes decision-making outcomes. These leaders demonstrate exceptional judgment by adeptly defining the issue at hand and meticulously compiling all pertinent decision criteria. With a keen eye for detail, they assess and weigh each factor, striving to select the optimal decision that aligns with the organization's goals.

Moreover, these leaders embark on an extensive evaluation of numerous alternatives, employing their expertise and acumen to discern the most favorable choice for the organization. By carefully considering the impact on their employees, they strive to ensure acceptance and alignment

with the decision. In this context, the decision-making process emphasizes accuracy in analyzing the underlying issues within the organization, necessitating the active participation and input of all relevant members. This collaborative approach fosters a sense of ownership and inclusivity, leading to more effective and well-informed decisions.

These findings highlight that decision-making constitutes a paramount task for effective leaders. The ability to make sound judgments, engage in meticulous analysis, and actively involve all relevant stakeholders exemplifies the essence of effective leadership. By embracing their role as decision-makers, leaders play a vital role in driving organizational success and achieving desired outcomes.

The decision-making process is complex, demanding the capacity to comprehend, assess, and make appropriate judgments. The ability of leaders to make sound decisions is crucial for the continuous growth of work programs and the achievement of institutional objectives. The apt execution of power influences the decisions made and subsequently implemented (Sloof & von Siemens, 2021). It can be perceived as a systematic approach encompassing the analysis of various alternatives and selecting the most fitting course of action based on meticulous considerations.

The findings of this study corroborate the results of research conducted by Kayode et al. (2014), which establish a direct correlation between decision-making and leadership. This relationship holds substantial importance as it profoundly influences superior-subordinate relationships and employee performance dynamics. This is consistent with the research conducted by Passaro et al. (2022), which suggests the necessity of a more effective approach to involve leaders in strategic decision-making. The effectiveness of a leader's decision-making abilities is a fundamental measure of their organizational performance. These findings align with a prior study conducted by Fast and Schroeder (2020), which explores the interplay between leader power and decision-maker characteristics.

These intriguing findings underscore the critical role of decision-making in leadership and its implications for organizational success. In decision-making, it is vital to consider various challenges, such as costs and benefits as well as opportunities and risks (Diop et al., 2021). The ability of leaders to make informed decisions not only shapes their performance but also influences the overall dynamics and outcomes within the organization. When leaders make decisions based on the insights provided by the information available, it can lead to more efficient and effective resource allocation (Latif et al., 2023). By understanding and effectively executing the decision-making process, leaders can instigate positive change, foster effective relationships, and propel the organization toward its goals.

4.3. Leader power and its impact on organization development mediated by decision making

The findings of this study unveil a compelling and significant correlation between leader power and organizational development, with decision-making acting as a crucial mediating factor. The leader's exceptional ability to identify and leverage the organization's strengths catalyzes employee satisfaction and fuels overall organizational growth. By establishing a shared vision for the future, leaders and employees engage in a collaborative effort to shape the quality of organizational development. A leader's primary responsibility within an organization is to identify strategic issues concerning the organization and to shape them in such a way that the organization's goals and objectives can be achieved (Alhawamdeh & Alsmairat, 2019).

Within the decision-making process, giving careful consideration to potential outcomes and their repercussions holds the utmost importance. The importance of leadership strategic decision-making is paramount and Elbanna et al. (2020) reveal that the effectiveness of leadership is reflected in the decisions made by leaders. Leaders assume a central role in augmenting organizational development by making informed decisions based on relevant and trustworthy information. The capacity to assess the potential impact of a decision is crucial. If a decision is projected to produce positive results, it can be confidently executed. Conversely, if the anticipated outcomes tend towards unfavorable consequences, it is prudent to reassess, potentially reconsider, or even abandon the decision. The decision-making process requires thoughtful deliberation and a comprehensive understanding of the information at hand. The decision-making process faces challenges, especially good decision-making based on information about the situation or problem that needs to be decided upon (Sahib Abdulsattar et al., 2022).

These findings illuminate the intricate relationship between leader power, decision-making, and organizational development. Effective leaders leverage their power to drive positive change and growth within the organization. By making informed decisions and considering potential outcomes, leaders contribute to the improvement of organizational development, ultimately leading to enhanced performance and success.

5. Limitations

The intriguing findings of this study provide support for the proposed hypotheses. However, it is essential to acknowledge that decision-making, while serving as a mediating variable between leader power and organizational development, plays a relatively smaller role in comparison to the direct influence of leader power on both decision-making and organizational development. Additionally, the direct influence of decision-making on organizational development is also noteworthy.

It is important to highlight that this study does not encompass leadership style as a variable in the context of decision-making, which could have potentially enriched our understanding of its impact on organizational development. Incorporating leadership style as a factor could have shed further light on the mechanisms driving the enhancement of organizational development within the studied context.

These findings underscore the multi-faceted nature of the relationships between leader power, decision-making, and organizational development. While leader power directly influences decision-making and organizational development, decision-making itself also plays a significant role in driving organizational development. Future research endeavors may explore the interplay between leadership style, decision-making processes, and their impact on organizational development, further advancing our understanding of effective leadership practices and their implications for organizational success. The findings of this study affirm the results of Arora and Rao (2018) leaders play an important role in decision-making to drive organizational growth. These findings align with a prior study conducted by Shrestha et al. (2019) decision-making, when integrated with other variables, holds the potential to optimize and enhance organizational quality.

Conclusions

The compelling findings of this study robustly support all three hypotheses, unraveling crucial insights into the intricate dynamics between leader power, decision-making, and organizational development.

First and foremost, the results unequivocally demonstrate the significant influence of leaders on organizational development. Leaders effectively utilize their power to offer a range of incentives, including remuneration, bonuses, promotion recommendations, recognition, and engaging work assignments. This strategic use of power fosters a motivated and satisfied workforce, driving organizational development.

Furthermore, the study solidifies the impact of leadership power on decision-making processes. Leaders exercise their authority by skillfully defining problems, establishing decision criteria, evaluating alternatives, and thoughtfully assigning weights to prioritize the optimal decision. Their decisive actions and discernment shape the trajectory of the organization, underscoring the crucial role of leadership power in effective decision-making.

Lastly, the research sheds light on the influential role of leaders in promoting organizational development through rational decision-making. Leader power is a vital mediating factor, enabling leaders to envision the organization's future and make decisions that actively contribute to its development. By aligning their power with a rational decision-making approach, leaders chart a path that propels the organization forward.

These findings showcase leaders' transformative power and ability to shape organizational development through their strategic use of power, effective decision-making, and a vision for the future. By harnessing leadership power and employing rational decision-making practices, organizations can foster growth, innovation, and long-term success.

The research findings demonstrate the impact of leadership power on organizational development with a strategic approach to decision-making implemented in government institutions. This study leaves potential avenues for future research by focusing on factors that influence leadership power in organizational development. The results of this research have implications for the advancement of human resource management, particularly in the areas of leadership, organizational development, and decision-making within organizations.

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