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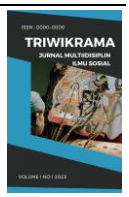

HIERARCHIAL SYSTEM DISRUPTIONS WITHIN ORGANIZATIONS

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Abstract

Hierarchical systems in organizations play a crucial role in establishing effective division of labor, coordination, and communication between leaders and members. However, in practice, situations still arise where the organizational leader exercises high dominance in both the decision-making process and the execution of organizational activities. This dominance has the potential to limit member participation, decrease work motivation, hinder the development of members' potential, and lead to sub-optimal organizational performance. This phenomenon requires an in-depth study to understand its causes, forms, and impacts on organizational dynamics. This qualitative study aims to describe the forms of leader dominance within the organizational hierarchical system, analyze its impact on member participation and performance, identify the factors causing this dominance, and formulate efforts to establish a more participatory hierarchical system. The research employs a qualitative approach with a case study method. Data were obtained through in-depth interviews, observations, and documentation involving the leader and organization members. Data analysis was conducted through the stages of data reduction, data display, and conclusion drawing, while data validity was tested using source and technique triangulation. The research findings are expected to provide a comprehensive overview of dominant leadership practices within organizations, their impact on optimizing member roles, and strategies that can be implemented to foster a more democratic and collaborative leadership. This study is expected to contribute to the development of organizational and leadership sciences, as well as serve as an evaluation tool for organizations in building a more effective hierarchical system.

Keywords: *conflict management, hierarchical system, leader dominance, organizational performance, qualitative case study*

CHAPTER I INTRODUCTION

1.1 Background of the Study

An organization is a vehicle established to achieve collective goals through structured cooperation between leaders and members. In its implementation, each individual possesses interrelated roles, responsibilities, and authorities. For organizational goals to be achieved effectively, a balanced hierarchical system is required, wherein leaders are capable of directing the organization while simultaneously providing space for members to participate in both decision-making processes and the execution of work programs.

In practice, hierarchical systems within organizations do not always function in accordance with these principles. One frequently encountered issue is the dominance of the organizational leader across various aspects of organizational management. Leaders tend to become the central point of decision-making, policy formulation, and even activity execution, thereby limiting member involvement. This condition causes communication to flow unidirectionally and reduces opportunities for members to express opinions, provide input, or develop creativity.

Such leadership dominance has the potential to cause various impacts on organizational dynamics. Members may experience a decline in motivation, lack a sense of responsibility toward the organization, and become passive in executing assigned tasks. Furthermore, organizational dependence on a single leader can hinder the regeneration process, reduce

teamwork effectiveness, and obstruct the creation of a participatory organizational culture. In the long run, this condition can affect the achievement of organizational goals because the potential and capabilities of members are not utilized optimally.

This problem represents a social phenomenon that needs to be understood deeply, as it relates not only to organizational structure but is also influenced by communication patterns, leadership styles, interpersonal relationships, organizational culture, and the experiences perceived by the members. Therefore, this study employs a qualitative approach to obtain a comprehensive overview of how leader dominance affects the organizational hierarchical system and how members interpret this condition in daily organizational activities.

Through qualitative research, researchers can explore the experiences, perceptions, and viewpoints of both organizational leaders and members regarding the ongoing leadership practices. Data obtained through in-depth interviews, observations, and documentation are expected to provide a holistic understanding of the factors causing leadership dominance, its impact on optimizing member performance, and strategies that can be implemented to create a more participatory and collaborative hierarchical system.

Based on the aforementioned rationale, this research is crucial to conduct in order to understand the phenomenon of hierarchical system disruptions within organizations resulting from leader dominance over members. The research findings are expected to contribute to the development of organizational and leadership sciences, while simultaneously serving as an evaluation tool for organizations in building more democratic leadership patterns so that all members can contribute optimally to achieving organizational goals.

1.2 Research Questions

1. How does the dominance of the organizational leader influence member participation and performance?
2. What factors contribute to the occurrence of leader dominance within the organizational hierarchical system?
3. What efforts can be implemented to establish a more participatory organizational hierarchical system so that members can work optimally?

1.3 Reesearch Objectives

1. To analyze the impact of leader dominance on the participation and performance of organization members.
2. To identify the factors causing leader dominance within the organization.
3. To formulate improvement strategies for the hierarchical system so that the organization can function more effectively and participatorily.

1.4 Significance of the Study

This study is expected to provide both theoretical and practical benefits, as outlined below:

1. **Theoretical Significance**

This study is expected to contribute to the development of knowledge, particularly in the fields of organizational management, organizational behavior, and leadership. Furthermore, the findings are intended to serve as a reference for future research examining organizational hierarchical systems, leadership styles, member participation, and the dynamics of relationships between leaders and members within organizations.

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2. **Practical Significance**

A. For the Organization

The findings are expected to serve as an evaluation tool for organizations to understand the impact of leader dominance on hierarchical systems and member performance. This study is also expected to provide a foundation for developing more participatory, transparent, and collaborative leadership patterns, ensuring that every member has the opportunity to contribute optimally to achieving organizational goals.

B. For Organizational Leaders

This study aims to provide insights into the importance of implementing leadership styles that foster member engagement, provide space for decision-making, and establish two-way communication, thereby creating a healthy and productive organizational environment.

C. For Organization Members

This study is expected to raise member awareness regarding the importance of active participation, effective communication, and collaboration within the organization. Furthermore, the findings serve as a medium for articulating members' experiences and perspectives regarding the leadership practices applied within the organization.

D. For Future Researchers

The findings are expected to serve as a reference and basis for comparison for other researchers intending to examine similar issues, particularly those related to organizational hierarchical systems, leadership, member participation, and organizational effectiveness, using either qualitative or other research approaches.

CHAPTER II LITERATURE REVIEW

2.1 Theoretical Framework

Rensis Likert's Participatory Communication

Theory The Participatory Communication Theory developed by Rensis Likert emphasizes that organizational success is heavily influenced by the communication patterns established between leaders and members. According to Likert, effective communication does not merely flow from superiors to subordinates; rather, it must provide opportunities for members to express opinions, offer input, and engage in the decision-making process. Consequently, communication serves as a vehicle to build trust, enhance motivation, and foster sound collaboration within the organization.

Likert posits that leadership systems within organizations can be categorized into four distinct models:

1. **System 1 (Exploitative-Authoritative)** In this system, all decision-making is centralized in the leader. Communication flows unidirectionally from the leader to the members, while members function solely as executors of instructions. The relationship between the leader and members is rooted in power and strict control, resulting in very low member participation.
2. **System 2 (Benevolent-Authoritative)** The leader remains the center of decision-making but begins to demonstrate concern for the members' needs. Nevertheless, opportunities for members to participate remain limited as major decisions are still determined exclusively by the leader.
3. **System 3 (Consultative)** The leader begins to involve members in the decision-making process through consultation and discussion. Members are granted opportunities to share ideas, suggestions, and opinions, although the final decision rests with the leader.
4. **System 4 (Participative Group System)** This system represents the most effective form of leadership according to Likert. Decision-making is conducted participatorily through

two-way communication. The leader acts as a facilitator who encourages collaboration, builds trust, and provides opportunities for all members to contribute according to their respective capabilities.

According to Likert, organizations that implement participatory communication exhibit higher levels of motivation, job satisfaction, productivity, and member commitment compared to those applying authoritarian leadership. Conversely, leader dominance in communication and decision-making can stifle creativity, reduce the sense of organizational ownership, and cause members to become passive and sub-optimal in executing their duties.

In the context of this study, the dominance of the organizational leader exhibits characteristics closely aligning with System 1 (Exploitative-Authoritative) or System 2 (Benevolent-Authoritative), where the majority of decisions are centralized in the leader and the space for member participation is constrained. This condition causes communication to flow predominantly unidirectionally, thereby depriving members of opportunities to articulate ideas, provide input, or participate in resolving organizational issues.

This study utilizes Rensis Likert's Participatory Communication Theory as a framework to analyze how communication patterns between the leader and members affect the organizational hierarchical system. Through this theory, the researcher can identify the form of communication implemented within the organization, the level of member involvement in the decision-making process, and its impact on members' motivation, participation, and performance optimization. Furthermore, this theory serves as a foundation for formulating recommendations regarding the implementation of more participatory communication, ensuring a more balanced relationship between the leader and members to achieve organizational goals effectively.

2.2 Previous Study

JURNAL TITLE	PUBLISHER AND YEAR
Gambaran gaya kepemimpinan ketua organisasi mahasiswa universitas jenderal Achmad Yani Yogyakarta	Dian Juliarti Bantam, Yeshya Paskhalia Pradipta Suci, Nida Mardatillah Hutama Puteri, Gita Fitriani Hernanda (2024)
Perbandingan Gaya Kepemimpinan Terhadap Kinerja Organisasi Karang Taruna Di Desa Penjor Kabupaten Tulungagung	Anggun Meida Cintya1, Rebina Ika Fitria Yumarnis2, Amanda Salsa Yuliske (Tahun 2025)
PERAN KEPEMIMPINAN TRANSFORMASIONAL DALAM MERESPONS TANTANGAN MODERN DI LINGKUNGAN BIROKRASI PUBLIK PEMERINTAH PROVINSI SUMATERA SELATAN	Suandi1 , Dwi Andriyani 2 , Umi Purwanti3 , Rendy Sueztra Canaldhy4 (tahun 2024)
KEPEMIMPINAN TRANSFORMASIONAL SEbAGAI bASISPELAYANAN PUbLIK DI INDONESIA	Thomas bustomi1, Nurul Aliah2, Maya Kasmita3, Asmar4, Syarifuddin5 (2024)
Transformational Leadership, Knowledge Sharing, and Health Policy: A Qualitative Study in Organizational Contexts	Supraptoa Nawir Rahman (2026)
STRATEGI KEPEMIMPINAN TRANSFORMASIONAL KEPALA SEKOLAH DASAR DALAM MENGGERAKAN PARTISIPASI MASYARAKAT DI KOTA JAMBI	YogaPratama1, Yantoro2, MuhammadSholeh3 (2025)
Transformational Leadership in Post-merger Organizations: A Qualitative Study of Indonesian State-owned Company	Raden Moch Ismail Ali Fauzi1and Nayunda Andhika Sari21 (2026)
Leadership Strategy in Facing Organizational Change: Case study within the Kendari City Government	Adwi, Dwi Zulkifar Mulyadi, Andika Dzulhaji Pratama Putra (2024)
Transformational Leadership in Practice: A Qualitative Organizational Analysis	Reza Dwi Ramadhan, Filda Syafira Razanah, Fathin Fadhilah, Umi Anugerah Izzati (2025)
Implementasi Gaya Kepemimpinan Transformasional Dalam Sebuah Organisasi Kependidikan x\	Imam Prawoto1 (2022)

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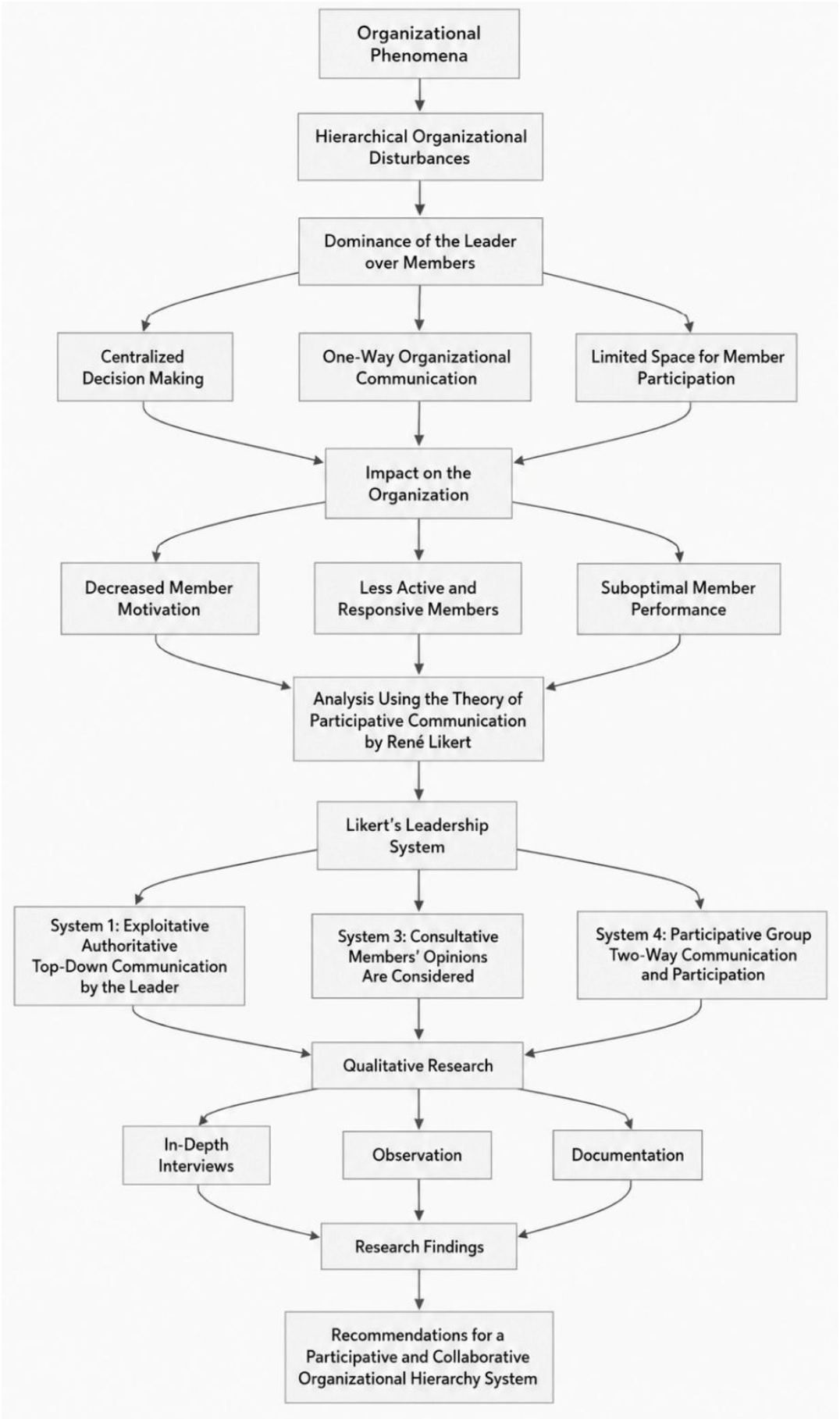
2.3 Conceptual Framework



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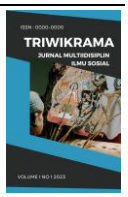

CHAPTER III RESEARCH METHODOLOGY

3.1 Research Methods

Research Paradigm

This study adopts the constructivism paradigm. The constructivism paradigm posits that social reality is not singular rather, it is shaped through the experiences, interactions, and meanings assigned by individuals within a social environment. In this study, the reality concerning organizational hierarchical system disruptions due to leader dominance is understood through the experiences and perspectives of both the leader and the organization members. This paradigm was selected because the research focuses on how organization members understand, experience, and assign meaning to communication patterns, leadership relationships, and their involvement in organizational processes.

Research Approach and Type

This study employs a qualitative approach with a descriptive research type. The qualitative approach is utilized to obtain an in-depth understanding of the social phenomena occurring within the organization, specifically regarding the communication patterns between the leader and members and their impact on member participation and performance. Through qualitative research, the researcher endeavors to depict the actual conditions occurring within the organization based on the experiences, views, and interactions of the informants. This study does not aim to measure relationships between variables statistically, but rather to understand the processes and meanings arising from the phenomenon of leadership dominance within the organizational hierarchical system.

Research Method

The method employed in this study is the case study method. The case study was chosen because the research focuses on an in-depth examination of a specific phenomenon within an organizational context namely, the dominance of the leader within the hierarchical system, which influences the involvement and optimization of members' work. Through the case study method, the researcher can understand how communication patterns, decision-making processes, and relationships between the leader and members take place within the studied organization.

Research Subject and Object

The subject of this research is based on interviews with the vice-chairperson of Organization X (identity withheld), and the object of this research is Organization X (identity withheld).

Research Subjects

The subjects of this study consist of individuals, namely:

1. The vice chairperson of the organization, as the party possessing authority.
2. The organizational board members (*pengurus*), as the parties executing programs and interacting directly with the chairperson.
3. The organization members, as the parties directly experiencing the implemented communication and leadership patterns.

The informants were selected using a purposive sampling technique, which entails selecting informants based on specific criteria aligned with the research objectives.

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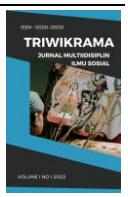


Research Object
The object of this research is the organizational communication patterns and the hierarchical system shaped by leader dominance over members, alongside its subsequent impact on the participation and performance of organization members.

Research Focus
The focus of this research refers to Rensis Likert's Participatory Communication Theory, which encompasses:

1. **Communication patterns between the chairperson and members**
    - The form of communication implemented within the organization.
    - The direction of communication between the leader and members.
    - The opportunities available for members to express their opinions.
2. **The leadership system within the organization**
    - The level of member involvement in decision-making processes.
    - The role of the chairperson in managing and directing the organization.
    - The forms of chairperson dominance within organizational activities.
3. **Organization member participation**
    - The involvement of members in organizational activities.
    - The freedom of members to provide ideas and input.
    - The motivation of members in executing their tasks.
4. **The impact of the hierarchical system on member performance**
    - Changes in member motivation.
    - Communication barriers.
    - The optimization of members' contributions to the organization.

Data Collection Techniques
In this study, the data collection techniques employed are:

1. **In-Depth Interviews**
   Interviews are conducted directly with the informants to obtain information regarding their experiences, perspectives, and understanding of the communication patterns and leadership systems within the organization. The interview questions will focus on how the chairperson executes their role, how members are involved in the organization, and how these communication patterns impact member performance.
2. **Observations**
   Observations are carried out by examining organizational activities, particularly focusing on communication processes, interactions between the chairperson and members, and decision-making patterns during organizational events.
3. **Documentation**
   Documentation is utilized as supporting data, comprising the organizational structure, work programs, meeting minutes, and other relevant documents related to organizational activities.

Data Analysis Techniques
The data analysis technique in this study utilizes the Miles and Huberman interactive analysis model, which consists of three stages:

1. **Data Reduction**
   The researcher conducts the process of selecting, simplifying, and categorizing the data obtained from the interviews, observations, and documentation in accordance with the research focus.
2. **Data Display**
   The reduced data are then presented in the form of narrative text, tables, or specific categories to ensure that the relationships between findings can be clearly understood.
3. **Conclusion Drawing**
   The final stage is conducted by drawing conclusions based on the results of the data analysis regarding the forms of chairperson dominance, organizational communication patterns, and their subsequent impacts on the members.

Data Trustworthiness (Validity)
To ensure data validity, this study utilizes triangulation techniques:

1. **Source Triangulation**
   Source triangulation is conducted by comparing information obtained from various informants, including the chairperson, board members, and organization members.
2. **Technique Triangulation**
   Technique triangulation is performed by cross-examining and comparing the results of interviews, observations, and documentation to obtain more valid data.
3. **Research Location and Time**

   This research will be conducted within the organization that serves as the object of the study. The timeframe of the research is adjusted to meet the needs of data collection, spanning from the initial observation stage, interviews, and documentation collection, to the data analysis process.
4. **Research Ethics**

   In conducting this study, the researcher strictly adheres to the principles of research ethics, which include obtaining informed consent from informants prior to interviews, maintaining the confidentiality of informants' identities, and utilizing the acquired data solely for academic purposes.

CHAPTER IV
RESULTS AND DISCUSSION

4.1 Overview of the Research Object
This study was conducted within Organization X, an organization featuring a management structure where the chairperson holds the primary role in directing and coordinating all organizational activities. In executing its activities, this organization implements a hierarchical system consisting of a chairperson, a vice-chairperson, and members, each possessing their respective duties and responsibilities.
Within the organizational structure, the chairperson has the authority to determine policy directions, make decisions, and coordinate the execution of work programs. However, based on the phenomenon that serves as the focus of this research, indications of chairperson dominance were found within the communication and decision-making processes, which subsequently influence the level of participation and performance of organization members.
This study employs a qualitative approach with data collection techniques encompassing in-depth interviews, observations, and documentation. The informants in this study consist of the

organizational leader, board members, and members who are deemed capable of providing relevant information regarding the ongoing communication patterns and hierarchical systems within the organization.

4.2 Research Findings

4.2.1 The Influence of Leader Dominance on Member Participation and Performance

Based on the results of interviews with the informants, it was found that leader dominance influences the level of member involvement in organizational activities. This dominance is evident through the chairperson's tendency to determine major decisions, direct activities, and issue instructions to members.

The communication patterns taking place within the organization tend to be predominantly vertical, specifically flowing from the chairperson to the members. Members more frequently receive directions rather than actively providing input during the decision-making process. As articulated by one of the members

"In several activities, major decisions are usually predetermined by the chairperson, so members merely execute what has been directed."

(Source: Member Informant Interview)

This condition indicates that the space for member participation within the organization remains limited. Members tend to function as mere executors of work programs rather than being an integral part of the planning and decision-making processes.

From the perspective of Rensis Likert's Participatory Communication Theory, this condition exhibits leadership system characteristics that closely approach System 1 (Exploitative-Authoritative) or System 2 (Benevolent-Authoritative), which represent communication systems that are still highly centralized around the leader and possess low levels of member involvement.

The impact of these communication patterns is visible in the decline of member initiative, a lack of courage to express opinions, and a diminished sense of responsibility toward the organization. Members who lack adequate space for participation tend to work strictly based on instructions rather than personal awareness and individual engagement.

4.2.2 Factors Contributing to the Occurrence of Leader Dominance within the Organizational Hierarchical System

Based on the research findings, several factors contribute to the emergence of leader dominance within the organizational hierarchical system:

1. **Centralized Authority Structure**
   One of the primary factors is the centralization of authority within the chairperson. The chairperson is perceived as the party bearing the greatest responsibility, resulting in various decisions frequently depending solely on the chairperson's judgment. This condition leads to members developing a dependency on the leader when resolving organizational issues.
2. **Lack of Two-Way Communication**
   Another factor is the sub-optimal implementation of two-way communication between the chairperson and members. Communication more frequently occurs in the form of issuing instructions rather than open discussions. This lack of space for dialogue leaves members unaccustomed to expressing their opinions, ultimately causing them to choose to follow predetermined decisions.

3. **A Low-Participatory Organizational Culture**
   Organizational culture also serves as a factor influencing the emergence of leader dominance. If members are accustomed to accepting decisions without providing input, the dominant leadership pattern will continuously persist.

   In Likert's theory, a healthy organization requires a *Participative Group System* of communication, wherein the leader actively involves members in the decision-making process and builds relationships rooted in mutual trust.

4.2.3 Efforts to Establish a More Participatory Organizational Hierarchical System

Based on the interview results, several efforts can be implemented to establish a more participatory organizational hierarchical system:

1. Enhancing Two-Way Communication
   The organization needs to build more open communication between the chairperson and the members. The chairperson should not only issue instructions but also provide opportunities for members to express opinions, criticisms, and ideas.
2. Involving Members in Decision-Making Processes
   Involving members in the decision-making process can enhance their sense of organizational ownership. Members will feel valued and bear a greater responsibility for the success of work programs.
3. Implementing a Participatory Leadership Style
   The chairperson needs to shift from an overly centralized leadership pattern to a more collaborative leadership pattern. The leader should act as a facilitator who guides the members while simultaneously providing space for them to develop.
   This approach aligns with Rensis Likert's *System 4 (Participative Group System)* concept, wherein communication flows bidirectionally and every member has the opportunity to contribute to the organization.

4.3 Discussion

Based on the research findings, the dominance of the chairperson within the organizational hierarchical system exerts an influence on communication patterns and the level of member participation. When authority is overly centralized within a single individual, organizational communication becomes less effective because members lack sufficient space to play an active role.

The findings of this study align with Rensis Likert's Participatory Communication Theory, which explains that organizations implementing open and participatory communication exhibit better levels of member motivation and productivity. In the context of this research, the dominant communication patterns indicate that the organization still operates at an authoritative communication level, where the chairperson holds substantial control over organizational decisions. This condition results in sub-optimal active engagement from members and subsequently impacts the optimization of organizational performance.

To achieve an effective organization, a shift toward a participatory communication system is required. The chairperson needs to provide space for dialogue, build mutual trust, and involve members in organizational processes, thereby ensuring that hierarchical relationships are rooted not merely in power dynamics, but also in genuine collaboration.

4.4 Key Findings

Based on the research results, several primary findings are identified:

1. Chairperson dominance causes organizational communication patterns to tend to flow unidirectionally.
2. The limited participation of members impacts and results in low member initiative and creativity.
3. Factors contributing to chairperson dominance encompass the centralization of authority, organizational culture, and a lack of two-way communication.
4. The ideal hierarchical system is one that implements participatory communication by actively involving all organization members.
5. Rensis Likert's Participatory Communication Theory effectively explains the importance of balancing the relationship between the leader and members within an organization.

CHAPTER V
CONCLUSION

5.1 Conclusion

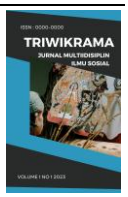
Based on the research findings regarding organizational hierarchical system disruptions resulting from leader dominance over member performance optimization, it can be concluded that the leadership and communication patterns implemented by the chairperson exert a significant influence on the level of participation and performance of organization members.

First, the dominance of the chairperson within the organizational hierarchical system causes the communication process to tend to flow unidirectionally, whereby the chairperson becomes the centralized hub for information dissemination and decision-making. This condition limits member involvement in expressing opinions, ideas, and inputs. Consequently, members tend to function as mere executors of decisions rather than active individuals contributing to the development of the organization.

Second, the factors contributing to the occurrence of chairperson dominance within the organizational hierarchical system encompass the centralization of authority in the chairperson, the lack of two-way communication implementation, and an organizational culture that does not yet fully support member participation. When the chairperson exercises excessive control over various aspects of the organization, the relationship between the leader and members becomes imbalanced, thereby hindering the processes of collaboration and the development of members' potential.

Third, based on Rensis Likert's Participatory Communication Theory, this condition indicates that the organizational communication patterns still tend to approach an authoritative leadership system, characterized by leader-centralized communication with low levels of member involvement. For the organization to function more effectively, a shift toward a *Participative Group System* is required—a leadership model that emphasizes two-way communication, mutual trust, member engagement, and collective decision-making.

Fourth, the efforts that can be implemented to establish a more participatory organizational hierarchical system include enhancing communication openness, providing space for members to express opinions, involving members in decision-making processes, and adopting a more democratic and collaborative leadership style. By doing so, members can feel more valued, develop a stronger sense of responsibility toward the organization, and contribute optimally.



5.2 Suggestions

Based on the conducted research, several suggestions can be offered as follows:

1. **For Organizational Leaders**
   The chairperson is expected to implement a more participatory leadership pattern by granting members opportunities to be involved in the planning, decision-making, and evaluation processes of organizational activities. The chairperson should not only act as a decision-maker but also function as a facilitator capable of establishing open communication and creating harmonious working relationships.
2. **For the Organization**
   The organization needs to build a more effective internal communication system by prioritizing two-way communication between the chairperson and the members. Furthermore, the organization should foster a culture that supports openness, collaboration, and appreciation for every member's opinion, ensuring that all individuals can contribute to their maximum potential.
3. **For Organization Members**
   Organization members are expected to enhance their active participation in every organizational activity by confidently expressing opinions, providing ideas, and taking roles in resolving organizational issues. Member engagement serves as a crucial factor in establishing a developing and sustainable organization.
4. **For Future Researchers**
   Future researchers are expected to expand the study on organizational communication and hierarchical systems by utilizing alternative theoretical perspectives or different research objects. Subsequent studies could also broaden the scope by comparing multiple organizations to examine variations in the implemented leadership and communication patterns.

5.3 Limitations of the Study

This study possesses several limitations, primarily that the research focuses exclusively on a single organization, meaning the findings cannot be generalized to all organizations. Furthermore, the study employs a qualitative approach that relies heavily on the experiences and perceptions of the informants, which introduces the possibility of differing viewpoints among them.

Nevertheless, this research is expected to provide valuable insights into the importance of participatory communication in establishing a balanced organizational hierarchical system, as well as enhancing member engagement to achieve organizational goals.

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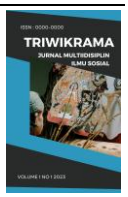

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