

Synergy Of Leadership, Work Competence And Role Clarity In The Disaster Response Process At The Karawang Regency Regional Disaster Management Agency

Evi Komala¹, Wanta², Flora Patricia Anggela³

^{1,2,3} Management Study Program, Buana Perjuangan University, Karawang

Abstract

This study aims to analyze and explain the synergy of leadership, work competency, and role clarity in the disaster response process at the Regional Disaster Management Agency (BPBD) of Karawang Regency. The study used a descriptive qualitative approach with a population of 111 employees and informants selected using a purposive sampling technique, obtained informants namely leaders, heads of divisions, heads of emergency and logistics teams, and disaster response task forces. Data collection was carried out through observation, interviews, documentation, and literature studies, then analyzed through data reduction, data presentation, and drawing conclusions. The results of the study indicate that responsive, communicative, and assertive leadership can strengthen the command and coordination system in emergency situations. Employee work competency supported by procedural understanding, technical skills, and humanitarian commitment improves the accuracy and speed of disaster response. In addition, role clarity in the organizational structure helps minimize task ambiguity and strengthens cooperation, so that the synergy of these three aspects can increase the effectiveness of disaster response at the BPBD of Karawang Regency.

Keywords: leadership, work competency, role clarity, disaster response

INTRODUCTION

Every organization, both private and government, has short-term and long-term goals that are achieved through various operational activities, so optimal planning and management of human resources is required (Riski *et al.*, 2025).

In the context of disaster management, the Regional Disaster Management Agency (BPBD) plays a crucial role in planning, coordinating, implementing, and overseeing disaster management programs in the region. The Karawang BPBD serves as a strategic institution in addressing various potential disasters, such as floods, fires, and other natural disasters, through disaster outreach and education, community

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preparedness training, and coordination with relevant agencies to create a rapid, accurate, and sustainable disaster management system.

As part of a disaster management strategy, scientific collaboration is essential. Decision-making, facility management, and resource allocation will be significantly impacted in the long term by these activities. According to this methodical procedure, each generation can adapt to disaster conditions with the help of experience in understanding potential geolocation risks, prevention techniques, preparedness, rapid response, social and physical reconstruction, and development. In fact, an organization can assist in systematic disaster education and environmental awareness through literacy support (Indraswari & Insani, 2019).(Prasetyo Jati *et al.*, 2023).

According to Purwadi (2020:2) inBakri & Kharisma, (2024)Leading means being able to think strategically, plan strategically, and inspire subordinates to act efficiently and effectively in the workplace.

According to Lodi *et.al* (2021) inIdarata & Atidira, (2025)Competence is the ability to perform well in a chosen field of expertise," whether general knowledge or more specific expertise.

According to Parhusip (2019), employee performance is positively influenced by job clarity. Employees' ability to concentrate on current tasks is directly proportional to how clear their job position is.

A pre-survey at the Karawang Regency Regional Disaster Management Agency (BPBD) revealed that leadership, work competency, and clarity of employee roles have not been optimal. This is evident in the tendency for employee ratings to remain at the "adequate" level across various aspects, such as leadership's ability to provide direction and motivation, employee readiness to perform tasks, and clarity of role division within the work structure. This situation has impacted the disaster response process, which has not been fully implemented effectively and coordinated.

Research by Asmar *et al.* (2023) showed a significant positive influence between variables, while research by Nasution (2025) found that leadership and competence had a positive and significant influence on civil servant performance. However, both studies have not yet examined in depth how the synergy between leadership and competence works in complex and dynamic situations, particularly in disaster response. Therefore, this study was conducted to fill this gap by understanding more deeply the synergy of leadership, work competence, and role clarity in the disaster response process at the Karawang Regency Regional Disaster Management Agency.

Based on the description, the researcher is interested in further researching these variables with the aim of knowing, analyzing, and explaining the form of leadership synergy, work competence, role clarity and the interaction of the three in creating effective coordination in disaster response at the Karawang BPBD, so that this study is entitled

"Leadership Synergy, Work Competence, and Role Clarity in the Disaster Response Process at the Karawang Regency Regional Disaster Management Agency".

LITERATURE REVIEW

Human Resource Management Theory

Human Resource Management is an organization's effort to manage its workforce to achieve goals effectively and efficiently (Wanta *et al.*, 2023:1). According to Hasibuan, Human Resource Management is the art and science of coordinating the activities of an organization's employees to meet the needs of those employees and the wider community. (Machfudz, 2022 in Kustati *et al.*, 2024). In addition, Human Resource Management also includes the procurement, development, planning, and use of human resources to achieve company and individual goals (Bariqi, 2020 in Suriadi *et al.*, 2021).

Organizational Behavior Theory

The aim of studying organizational behavior is to increase organizational efficiency by analyzing how people, groups, and structures influence behavior within the organization (Robbins and Judge in Yuniar & AR (2023). According to Yuniar & AR (2023), Organizational behavior is the study of how people act as part of larger groups within organizations. In addition, Abu-Mahfouz (2023) explains organizational behavior is about methods that increase employee happiness, dedication, and productivity at work.

Leadership Theory

Leadership means exerting influence, providing direction, and inspiring followers to act in pursuit of shared goals (Sutrisno in Nandang *et al.*, (2023). Haro *et al.*, (2024) Leadership is the art and science of getting others to do what you want them to do to achieve your goals. Kartika *et al.*, in Anandha *et al.*, (2023), states that synergistic leadership is a key component in driving productive, autonomous, and innovative technology-based businesses by emphasizing collaboration, intellectual growth, and individual needs and talents. Leadership indications include: 1) positive impact; 2) the ability to motivate others; 3) developing stimulation to inspire originality and insight; and 4) paying attention, especially to the needs and concerns of staff (Suwanto *et al.*, Iwah *et al.*, (2023)

Work Competency Theory

The competencies of a high performer are the traits that underlie their actions and reveal their beliefs, character traits, self-concept, knowledge, and abilities (Otoo in Kitta *et al.*, (2023). Tarigan & Setiawan in Kitta *et al.*, (2023) Competence is defined as who a person is and what they are capable of doing, not just their potential. Good work

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competencies can support success because they can improve employee performance, thereby supporting the achievement of company goals (Hajjali *et al.*, in Abunio *et al.*, (2022). Competency Indicators There are a number of indicators in competency, including: 1) Knowledge, 2) Skills, 3) Self-Concept, 4) Traits, 5) Motives (Putri & Fadli, 2023).

Role Clarity Theory

Role clarity theory is when individuals have role clarity, they know what their responsibilities are, when they need to complete them, and what abilities are needed to carry them out. (Yukl in Nilasari (2025). This concept is related to role theory which explains the interaction of individuals in organizations through the roles they play (Schobben *et al.*, in Nilasari (2025). Sarwono in Nilasari (2025) explains that role clarity indicates the extent to which employees understand the organization's expectations of their work. The indicators of role clarity include: 1) Role system, 2) Role ambiguity, 3) Sector role expectations from job positions in the role structure, 4) Roles in the social structure (Dalton *et al.*, in Nilasari (2025).

Disaster Response Theory

Response is an activity that appears as an organism's reaction to certain stimuli, which can be in the form of a response or impression of observation of an event or information received (Jalaludin Rakhmat in Communication *et al.*, (2020) In the context of disasters, disaster response is not only reactive through emergency response, but also leads to anticipatory mitigation efforts as part of disaster risk management (Setyorini, 2023). Disasters themselves are natural and social phenomena that are difficult to predict, but their mitigation can be carried out through systematic steps based on disaster knowledge (Prasetyo Jati *et al.*, 2023). According to Fathi *et al.* (2025), disaster response has several indicators, namely: 1) Leadership and Command, 2) Operations Management, 3) Resources and Logistics, 4) Functional Coordination, 5) Evaluation and Learning.

FRAMEWORK OF THOUGHT AND PROPOSITIONS

Framework

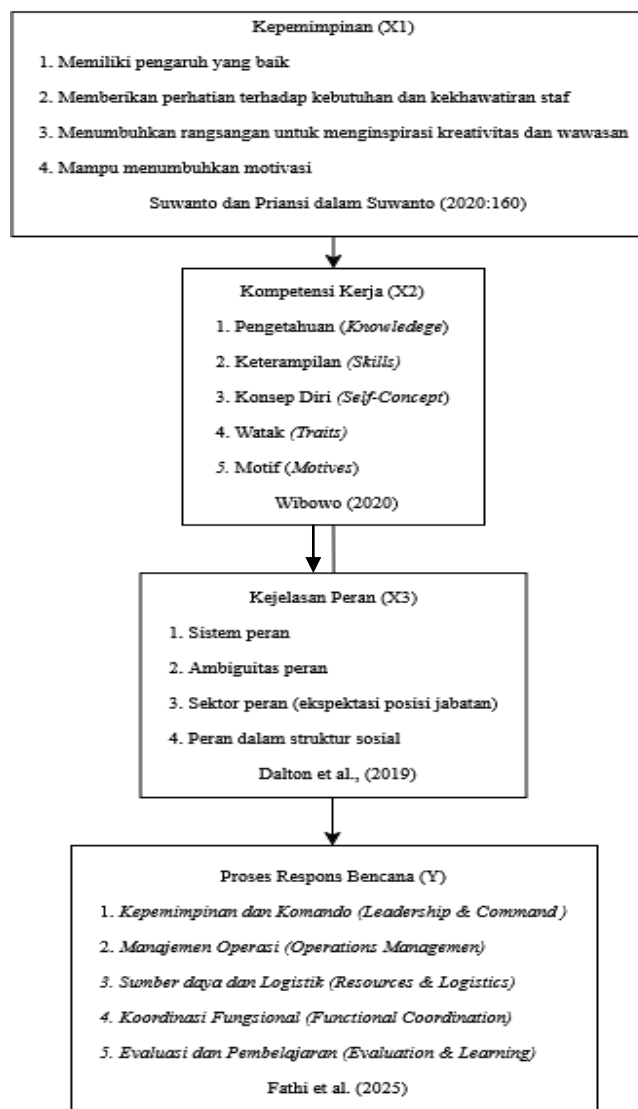


Figure 1. Research Paradigm

Proposition

A proposition is a statement or tentative assumption put forward by a researcher to explain a phenomenon being studied. The following propositions in this study can be formulated as follows:

1. The synergy of adaptive leadership with high work competency creates effectiveness in the disaster response process at the Karawang BPBD.
2. Communicative and participatory leadership can facilitate alignment between work competencies and individual roles in the disaster management team.

3. Work competencies that are in accordance with role responsibilities contribute to the creation of organizational synergy in carrying out disaster response operations.
4. Clarity of each employee's role strengthens the coordination built by leadership, thereby increasing the speed and accuracy of disaster response.
5. The synergy of leadership, work competency, and role clarity forms an effective collaboration pattern, thereby improving the preparedness and performance of the Karawang BPBD team in facing disasters.

METHOD

This study uses a descriptive qualitative method. The population consists of 111 employees within the Karawang Regency Regional Disaster Management Agency (BPBD) with informants determined through purposive sampling, with the criteria of employees involved in disaster response, obtained 5 people, namely, 1 BPBD leader, 1 head of the division, 1 head of the emergency and logistics team, 2 task force members. Data collection techniques through observation, interviews, documentation, and literature studies. Data analysis techniques use data reduction, data presentation, drawing conclusions and data validity strengthened by triangulation of sources, methods and member checks.

RESULTS AND DISCUSSION

Research result

1. Leadership

Based on the interview results, leadership practices in the implementation of disaster response demonstrated the leadership's ability to build positive influence through decisiveness in decision-making, as well as providing clear direction in accordance with standard operating procedures. Leaders also ensured a structured assessment and assignment process and paid attention to employee needs through the provision of personal protective equipment, logistical support, occupational safety guarantees, welfare improvements, and competency training. Furthermore, leaders encouraged staff motivation, innovation, and adaptive thinking by emphasizing humanitarian values, prioritizing vulnerable groups, and a supportive approach that helped strengthen team solidarity, so that the leadership implemented was responsive, participatory, and inspiring in creating effective coordination and increasing employee commitment in carrying out disaster management tasks.

2. Work Competencies

Based on the interview results, employee competency is reflected in the integration of knowledge, skills, self-concept, character, and work motives. Employee knowledge is evident in their understanding of standard operating procedures (SOPs)



which are reinforced through regular briefings and evaluations, covering the pre-disaster, emergency response, and post-disaster stages. In terms of skills, the ability to make quick decisions based on rapid field assessments and effective coordination are key competencies in dealing with emergency situations. Employee self-concept is reflected in their moral responsibility to protect the community while maintaining personal safety through the use of personal protective equipment. In addition, character traits such as integrity, compliance with regulations, and a commitment to continuous learning strengthen the quality of performance. Work motives are driven by a commitment to public service and protection of the community, especially vulnerable groups, so that overall, employee competency demonstrates an adaptive, professional, and community-protection-oriented character in disaster situations.

3. Role clarity

Based on the interview results, the clarity of roles in the Karawang Regional Disaster Management Agency (BPBD) indicates a clear division of tasks and responsibilities in accordance with each position structure. Leaders understand their roles in disaster management, including delegation and operational control functions, while at the managerial and executive levels, each personnel is aware of their core duties and functions, both in coordinating the operations control center and implementing responses in the field. The alignment between job expectations and work experience, as well as support for capacity-building activities such as technical guidance, contribute to strengthening individual competence and commitment. Although potential role ambiguity can arise in cross-sector coordination due to differences in task understanding, sectoral egos, or miscommunication, these conditions can generally be resolved through leadership command and direction mechanisms. Furthermore, harmonious and communicative working relationships among personnel also support team cohesion, making role clarity, alignment of job expectations, and good social relationships essential for achieving an effective and coordinated disaster response.

4. Disaster Response

Based on the interview results, the disaster response at the Karawang Regency Regional Disaster Management Agency (BPBD) demonstrated firm, responsive, and regulation-based leadership and command, with leaders able to provide clear direction, conduct field supervision, and make swift decisions in emergency situations. In terms of operational management, disaster management followed standard operating procedures, from assessment and evacuation to aid distribution and recovery, with a clear division of tasks between units. Functional coordination was also integrated through synergy between units at the pre-disaster, disaster-related, and post-disaster stages, thus minimizing overlapping authority. Meanwhile, the

resource and logistics system had a fairly clear aid distribution flow, although it still needed development towards a more collaborative system. Evaluation and learning were conducted periodically through monitoring and briefings as an effort for continuous improvement, so that the overall disaster response at the Karawang BPBD demonstrated a structured response system with the need to strengthen operational effectiveness and logistics management.

DISCUSSION

1. Leadership in the disaster response process

Leadership at the Karawang Regional Disaster Management Agency (BPBD) has been effective in supporting disaster response. Leadership synergy in the disaster response process is reflected in the consistent integration of command, coordination, and personnel empowerment. Leadership is demonstrated not only through decisive decision-making and rapid operational response, but also through the ability to align roles across work units to operate within a structured system. This synergy is evident in the systematic arrangement of assessments, distribution of field tasks, and supervision, minimizing overlapping authority and increasing the effectiveness of actions. Leadership synergy is also built through a participatory approach that strengthens collective commitment. Leadership encourages motivation, open communication, and capacity building through ongoing training and evaluation, creating adaptive working relationships that are responsive to the dynamics of the crisis. Thus, leadership serves not only as a command center but also as a driver of collaboration and a strengthener of team solidarity, ultimately improving the quality of coordination and the overall success of the disaster response.

2. Work competencies in supporting the disaster response process

The work competency of employees at the Karawang Regional Disaster Management Agency (BPBD) demonstrates strong work competency in disaster management. They understand standard operating procedures as the primary guideline for every action, supporting accuracy and speed of response in the field. Their decision-making skills are also considered adequate, supported by assessment results, work experience, and effective coordination with management. In addition to technical skills, employees demonstrate a high level of personal responsibility, integrity, and professionalism in carrying out disaster management duties. Their commitment to protecting the community, especially vulnerable groups, and adherence to regulations and humanitarian values are key drivers of their work. Overall, the work competency of BPBD Karawang employees reflects a balance between knowledge, skills, attitudes, and commitment to supporting effective disaster response.

3. Role clarity influences the effectiveness of disaster response

The clarity of roles within the Karawang Regional Disaster Management Agency (BPBD) work structure is well understood by employees. Each informant stated that they understood the duties, functions, and responsibilities according to their respective positions and areas, both at the leadership and field levels. This clarity of role system is supported by a formal division of tasks through job descriptions and the command mechanisms applicable in disaster management. Although potential role ambiguity remains in practice, particularly in cross-sector coordination, this situation can generally be addressed through leadership direction and interdisciplinary communication. Work experience, training, and ongoing capacity building also strengthen the alignment between job expectations and role implementation. Furthermore, harmonious working relationships and good teamwork within the organization's social structure support smooth coordination and minimize role misunderstandings. Overall, role clarity at the Karawang BPBD positively contributes to the effectiveness of disaster response.

4. The interaction of these three aspects in creating effective coordination in disaster response

The disaster response at the Karawang Regional Disaster Management Agency (BPBD) was implemented in a structured and coordinated manner. From a leadership and command perspective, the leadership was deemed capable of providing clear, firm, and swift direction in establishing emergency response measures, including strategic decision-making based on disaster regulations and information. Clarity of instructions and command mechanisms strengthened preparedness and disciplined fieldwork. In terms of operational management and functional coordination, disaster management proceeded in accordance with applicable plans and standard operating procedures. Each work unit carried out its functions and roles in an integrated manner, from assessment and evacuation to aid distribution, thus supporting the effectiveness of the disaster response. In terms of resources and logistics, the logistics management system was deemed quite effective, although it still requires optimization, particularly in more integrated management. Furthermore, evaluations and learning were conducted routinely before, during, and after a disaster as a continuous improvement effort. Overall, the disaster response at the Karawang BPBD demonstrated systematic, adaptive performance, and was oriented towards improving the quality of disaster management.

Effective coordination in disaster response at the Karawang Regional Disaster Management Agency (BPBD) is achieved through a mutually supportive interaction between leadership, job competency, and role clarity. Responsive leadership plays a role in providing clear direction, making quick decisions, and building intensive

communication, thus enabling unified action across work units in emergency situations. Employee competency, particularly in procedural understanding and technical skills, ensures that leadership directives can be implemented appropriately and coordinated in the field. Meanwhile, role clarity strengthens coordination by minimizing task ambiguity and ensuring each individual carries out their functions according to their responsibilities. Overall, the synergy of these three aspects results in a structured, rapid, and effective disaster response at the Karawang BPBD.

CONCLUSION

Based on the research results, it can be concluded that leadership at the Karawang Regency BPBD is responsive, communicative, and decisive in dealing with disaster situations through clear direction, rapid decision-making, and direct involvement in the field, thereby strengthening the command and coordination system. Employee work competencies supported by knowledge of procedures, technical skills, decision-making abilities, and professional attitudes also support the effective implementation of leadership directives. In addition, role clarity within the organizational structure helps employees understand their respective duties and responsibilities, thereby minimizing ambiguity and the potential for overlapping work. Overall, the interaction between leadership, work competencies, and role clarity forms a strong synergy in creating faster disaster response coordination at the Karawang Regency BPBD.

Based on the results of the research analysis, the implications obtained indicate that leadership at the Karawang Regency Regional Disaster Management Agency (BPBD) needs to continue to be directed towards a responsive, communicative, and decisive pattern in order to strengthen the command function, accelerate decision-making, and maintain coordination in emergency situations. In addition, employee work competencies need to be continuously improved through disaster training, emergency response simulations, and capacity building based on field experience so that leadership directives can be effectively translated into operational actions. Role clarity also needs to be strengthened through the affirmation of main tasks and functions as well as a clear coordination mechanism to minimize ambiguity and overlapping authority. Thus, strong integration between leadership, work competencies, and role clarity is an important foundation in building an adaptive, coordinated, and sustainable disaster response at the Karawang Regency Regional Disaster Management Agency.

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