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## THE PERSPECTIVE OF FLOOD MITIGATION USING ROLE-PLAYING AND ORGANIZATIONAL BEHAVIOUR (OB) FROM INTEGRATED WATER RESOURCE MANAGEMENT CLASS: HOW IS OUR GOVERNMENT ROLE? GEDEBAGE STUDY CASE

### Abstrak

Indonesia rentan terhadap banjir, diperburuk oleh perubahan iklim. Mitigasi banjir menjadi fokus utama pemerintah, namun implementasinya menghadapi tantangan. Penelitian ini menganalisis pengaruh organizational behavior (OB) terhadap peran satuan kerja pemerintah dalam mitigasi banjir di Gedebage, Bandung. Penelitian menggunakan simulasi role-playing dengan mahasiswa magister sebagai responden yang berperan sebagai pejabat di BBWS Citarum dan Bappenas/Bappeda. Hasil analisis korelasi menunjukkan hubungan positif signifikan antara variabel-variabel OB dengan kepuasan kerja, dan antara kepuasan kerja dengan kapasitas organisasi dalam mengurangi risiko banjir. Kepemimpinan memiliki korelasi terkuat dengan kepuasan kerja. Konflik menjadi aspek OB dengan persentase terendah, mengindikasikan perlunya perhatian lebih dalam manajemen konflik. Peningkatan kepuasan kerja melalui penerapan prinsip OB dapat berkontribusi pada peningkatan kapasitas organisasi dalam mitigasi banjir. Penelitian lanjutan disarankan untuk melibatkan pengumpulan data lapangan dan memperluas lingkup penelitian.

**Kata Kunci:** Organizational Behavior (OB), Mitigasi Banjir, Gedebage

### Abstract

Indonesia is highly vulnerable to flooding, exacerbated by climate change. Flood mitigation is a major focus for the government, but implementation faces challenges. This study analyzes the

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influence of organizational behavior (OB) on the role of government work units in flood mitigation in Gedebage, Bandung. The research uses role-playing simulations with master's students as respondents who act as officials in BBWS Citarum and Bappenas/Bappeda. Correlation analysis results show a significant positive relationship between OB variables and job satisfaction, and between job satisfaction and organizational capacity in reducing flood risk. Leadership has the strongest correlation with job satisfaction. Conflict is the OB aspect with the lowest percentage, indicating the need for more attention in conflict management. Improving job satisfaction through the application of OB principles can contribute to increasing organizational capacity in flood mitigation. Further research is recommended to involve field data collection and expand the scope of research.

**Keywords:** Organizational Behavior (OB), Flood Mitigation, Gedebage

## INTRODUCTION

Indonesia is highly prone to floods, worsened by climate change (De Priester, 2016; Sulaeman et al., 2017; Dayrit et al., 2018). These floods cause widespread damage, impacting housing, businesses, infrastructure, and public health (Penning-Rowsell et al., 2022). Mitigation, including physical development and community preparedness, is crucial to minimizing the impact of these disasters (Heidari, 2009; Mulyanto et al., 2012). While complete protection is impossible, effective mitigation can significantly reduce the scale of subsequent disasters (Muzani, 2023). This is a government responsibility that requires sufficient resources (Henstra and McBean, 2004).

Governmental flood mitigation efforts often face implementation challenges, with research focusing on technical aspects rather than human and organizational factors (Jensantikul and Suttawet, 2014). However, effective water resource management requires considering natural, socio-economic, and administrative-institutional factors (Jønch-Clausen and Fugl, 2001; Loucks et al., 2005). Organizational behavior (OB), a predictor of organizational performance, examines how individual and group behaviors, as well as job design, impact effectiveness (Ugoani, 2020; Kinicki et al., 2010; Robbins and Judge, 2017).

The Theory of Planned Behavior (TPB) has been used to study behaviors related to irrigation and riverbank management (Rismanto et al., 2013; Soeharno et al., 2022; Baehaqi, 2022). This research aims to expand the application of Organizational Behavior (OB) to flood mitigation in Indonesia, a field with limited existing research. Specifically, this study will analyze how OB factors (motivation, leadership, communication) influence the capacity of government work units to reduce flood risk. This study analyzes the relationship between OB and flood risk mitigation capacity, focusing on agencies involved in handling the Gedebage garbage flood. Utilizing a simulation with MPSDA ITB students role-playing as officials, the research hypothesizes that positive OB processes will increase job satisfaction and subsequently enhance organizational capacity to reduce flood risk.

## METHODS

The conceptual framework of this study can be seen in the following figure.

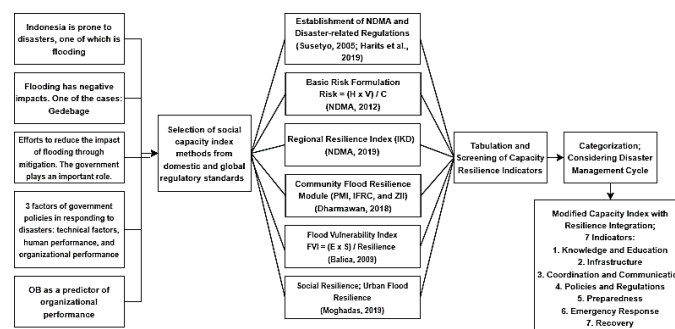


Figure 1. Conceptual Framework

## Research Variables

Research variables are attributes that researchers want to measure to study. The measured

attributes include. The process in organizational behavior (OB) is represented by variables X1 to X5, while the outcome at the individual level in OB is variable Y. The outcome at the organizational level relating to organizational capacity in reducing flood risk is variables Z1 to Z7.

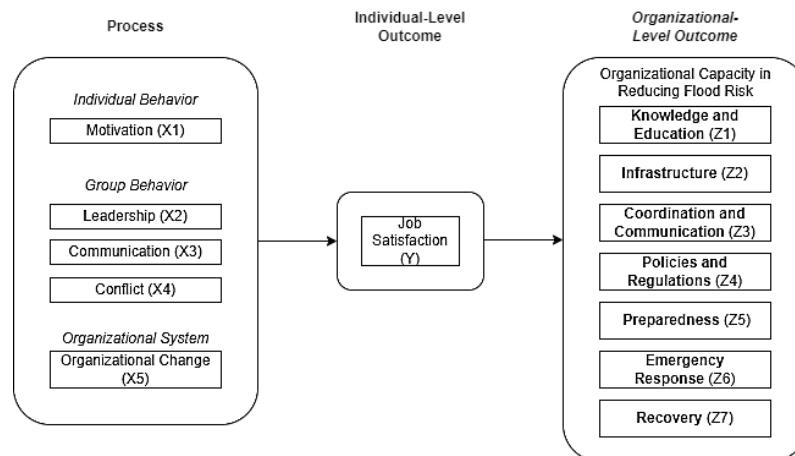


Figure 2. Diagram of Research Variable Design

### Population and Sample

The ideal population of this study includes institutions/stakeholders involved in flood control and waste management in Gedebage, including the Bandung City Water Resources and Bina Marga Agency, Bandung City Environment and Hygiene Agency, West Java Provincial Water Resources Agency, Citarum River Basin Center, Bappenas, and Bappeda. However, to accommodate time and resource constraints, the population of this study is MPSDA ITB students involved in the role-playing simulation. Roscoe in the book "Research Methods for Business" (1982: 253) provides advice on sample size for research (Sugiyono, 2013), for simple experimental research, experimental and control groups can each amount to 10-20 samples.

### Role-Playing

Role-playing can be integrated into traditional survey methods by providing situation control, where respondents and researchers take on specific roles. In interviews, researchers can guide respondents through different roles and situations to elicit more realistic responses. However, there are some limitations and challenges related to its implementation (Stanton et al., 1956):

1. Role-playing data analysis is more challenging than traditional surveys.
2. Researchers need specialized training to administer role-playing and guide respondents.
3. Some respondents may be reluctant to participate, which may affect data quality.
4. There are concerns about the reliability of the data as behaviors in simulations do not always reflect real actions.
5. Designing and implementing role-playing in surveys can take more time and resources than traditional methods.

### Data Processing

Survey data were processed using percentage analysis, Likert scales, validity and reliability tests (Ghozali, 2009; Herawati and Edi, 2016), and Cronbach's Alpha for internal consistency (Periantalo, 2016). Validity was ensured with a correlation coefficient  $\geq 0.30$ . Pearson correlation analysis was used to determine the strength and direction of relationships between variables (Herawati and Edi, 2016). Correlation coefficients range from -1 (negative relationship) to +1 (positive relationship), with  $p < 0.05$  indicating significance (Hasan, 2010). Correlation strength classifications followed Sugiyono (2013).

## RESULTS AND DISCUSSION

### Overview of the Study Area

Gedebage Main Market is located on Jl. Soekarno Hatta, Kel. Mekarmulya. Panyieleukan, Bandung City, West Java. Gedebage Main Market is located at coordinates 6°56'1"S and 107°41'51 "E.



Figure 3. Location Map of Gedebage Main Market

The Gedebage Market area, Bandung City, experienced several flooding events in the past year, including on December 1, 2023, January 5, 2024, February 10, 2024, February 15, 2024, and February 27, 2024. These floods caused traffic congestion and some vehicles broke down. Although the Gedebage Retention Pond has a capacity of 5,425 cubic meters, it still cannot solve the overall flooding problem.

### Simulation

Respondents were students of the Master of Water Resources Management Study Program at the Bandung Institute of Technology (MPSDA ITB), aged 22-31 years, living in Bandung, with a total of 17 respondents. Two simulations were conducted, in simulation 1 respondents acted as position holders or employees at BBWS Citarum, focusing on the technical aspects of hydrology and hydraulics in flood management in Gedebage. Then in simulation 2 respondents acted as office holders or employees at the National or Regional Development Planning Agency, focusing on aspects of regional long-term planning, including program priorities and budgeting/financing.

### Validity Test

The Organizational Behavior (X) scale consists of 25 statement items spread over five variables. The validity test results show that a small portion of the statements are invalid in Simulation 1 and 2. Valid statements have a calculated  $r$  value of 0.681-0.900 in Simulation 1 and 0.708-0.812 in Simulation 2.

The Organizational Capacity in Reducing Flood Risk (Z) scale consists of 35 statement items spread across seven variables. All statement items are valid with a calculated  $r$  value of 0.557-0.906 in Simulation 1 and 0.596-0.903 in Simulation 2.

The Organizational Behavior process (X) scale consists of 25 statement items spread across the variables of Motivation (X1), Leadership (X2), Communication (X3), Conflict (X4), and Organizational Change (X5). Based on the validity test results, there are three statements in Simulation 1 that are invalid, while in Simulation 2 there are four invalid statements. This indicates that the purpose of these statements is not well represented in the respondents' responses. Based on the results of the analysis, all statement items are valid with the calculated  $r$  values of the 5 statement items being 0.681 to 0.900 in Simulation 1 and scores of 0.708 to 0.812 in Simulation 2.

The Organizational Capacity in Reducing Flood Risk (Z) scale consists of 35 statement items spread across the variables of Knowledge and Education (Z1), Infrastructure (Z2), Coordination and Communication (Z3), Policies and Regulations (Z4), Preparedness (Z5), Emergency Response (Z6), and Recovery (Z7). Based on the validity test results, all statement items are valid with a calculated  $r$  value from 0.557 to 0.906 in Simulation 1 and 0.596 to 0.903 in Simulation 2.

### Reliability Test

The reliability test used Cronbach's alpha coefficient with a value above 0.70 indicating good reliability. The results show that the Cronbach's Alpha value for the OB process scale (X) is 0.901 in simulation 1 and 0.860 in simulation 2. The OB individual outcome scale (Y) has a Cronbach's Alpha value of 0.883 in simulation 1 and 0.782 in simulation 2. Meanwhile, the organizational capacity scale (Z) has a Cronbach's Alpha value of 0.977 in simulation 1 and

0.980 in simulation 2. Cronbach's Alpha values greater than 0.70 on all three scales indicate that the research instrument has excellent reliability and is acceptable.

### **Continuum Line Analysis**

The interpretation that can be presented from the observation of the continuum line is that in general, in Simulation 1 (BBWS Citarum) each variable of the OB Scale falls into the "Good" category. The "Good" category indicates that respondents have good organizational behavior and dynamics in their organizations. Each variable of the Organizational Capacity Scale falls into the "Good" category, indicating that respondents representing their work units have a role in good flood control in the areas they are responsible for.

The interpretation that can be presented from the observation of the continuum line is that in general in Simulation 2 (Bappenas/Bappeda) the majority of OB Scale variables fall into the "Good" category and there is a "Very Good" category in the Leadership and Communication variables. The "Good" category indicates that respondents have good organizational behavior and dynamics in the organization they play. The results of the Bappenas/Bappeda role simulation show that the work unit has better Leadership and Communication, when compared to the results of the BBWS Citarum role simulation. Each variable of the Organizational Capacity Scale falls into the "Good" category, indicating that respondents representing their work units have a role in good flood control in the areas they are responsible for, especially in terms of budget priorities and policies.

### **Correlation Test**

Simulation 1 (BBWS Citarum):

1. All process variables (X1-X5) have a significant relationship with the individual outcome variable (Y), namely job satisfaction. The strongest relationship was seen between leadership (X2) and job satisfaction (Y) with an r-value of 0.678, indicating a strong correlation.
2. Conflict variables (X4) and organizational change show a strong correlation with job satisfaction, with r-values of 0.643 and 0.648 respectively.
3. Job satisfaction (Y) has a significant relationship with all aspects of organizational capacity in reducing flood risk (Z1-Z7). The strongest relationships are seen between job satisfaction and knowledge and education (Z1), as well as coordination and communication (Z3), with r-values of 0.697 and 0.600 respectively, indicating a strong correlation.

Simulation 2 (Bappenas/Bappeda):

4. Leadership (X2) remains the variable with the strongest correlation to job satisfaction (Y), with an r-value of 0.766.
5. The variables of motivation (X1) and conflict (X4) also show a strong correlation with job satisfaction, with r values of 0.708 and 0.661 respectively.
6. All aspects of organizational capacity are also significantly correlated with job satisfaction. The strongest relationships were seen between job satisfaction and policies and regulations (Z4) and infrastructure (Z2), with r values of 0.747 and 0.700 respectively, indicating a strong correlation.

### **Research Discussion**

This study used a role-playing simulation approach by involving MPSDA ITB students as respondents. Students filled out questionnaires by playing the role of officials or employees at BBWS Citarum (Simulation 1) and Bappenas/Bappeda (Simulation 2), two agencies that have important roles in handling Gedebage flooding. Simulation 1 focuses on the technical aspects of hydraulics, while Simulation 2 emphasizes the policy and budgeting aspects of development

planning. Both simulations are expected to illustrate the phenomenon of Gedebage flooding that has been going on for approximately 15 years and has not been resolved completely.

To facilitate the questionnaire's completion, respondents were given basic information on the main tasks and functions of the work unit, news related to flood management, and relevant website and social media links. Despite attempts to approximate the real situation through the provision of relevant information and documents, this study recognizes the limitations in ensuring respondents' understanding of the roles played. This is one of the limitations of the study that needs to be considered in future research, especially regarding the control of respondents' understanding in role-playing. The role-playing approach in survey research has several challenges, such as more complex data analysis, the need for specialized training for

researchers, potential respondent resistance, concerns about data reliability, and greater time and resource requirements compared to traditional survey methods (Stanton et al., 1956).

A good measuring instrument must be accurate and efficient in measuring the desired variable. Validity and reliability are the two main criteria in evaluating measuring instruments (Cooper and Schindler, 2014). Validity refers to the extent to which a measuring instrument measures what it is supposed to measure, while reliability relates to the accuracy and precision of the measurement procedure. The results of the validity test in this study show that there are three invalid statements in simulation 1 and four statements in simulation 2. This can be caused by several factors, such as the form of statements that do not support indicators (unfavorable), the use of inappropriate diction, or different interpretations among respondents. The limited time and scope of the study did not allow further analysis of this issue. However, future research needs to evaluate these statements and consider the use of unfavorable statements more carefully.

The continuum line analysis of both simulations showed that the dominant variable was in the "Good" category. This indicates that both BBWS Citarum and Bappenas/Bappeda have good performance in the aspects measured, including motivation, leadership, communication, conflict, organizational change, job satisfaction, as well as various aspects of organizational capacity in reducing flood risk (knowledge and education, infrastructure, coordination and communication, policies and regulations, preparedness, emergency response, and recovery). There are differences in the leadership and communication variables, where Simulation 2 (Bappenas/Bappeda) shows higher results, namely in the "Very Good" category. This may indicate that Bappenas/Bappeda has an advantage in leadership and communication aspects compared to BBWS Citarum and can be attributed to the tasks and functions of Bappenas/Bappeda which emphasize these aspects.

Simulation 2 of Bappenas/Bappeda was designed to explore the hypothesis that local government policy and budget priorities have not been optimal in addressing the 15-year flooding of Gedebage. However, the continuum results of Bappenas/Bappeda being better than BBWS Citarum did not support this hypothesis. This may be due to the limited understanding and experience of the students as respondents in understanding the real conditions within the work units/organizations they portray. Lack of direct knowledge and experience, as well as ignorance of field conditions, may cause significant bias in filling out the questionnaire. Therefore, it is suggested that future research involve field data collection and direct questionnaire distribution to employees of BBWS Citarum and Bappenas/Bappeda.

The percentage results of the continuum line analysis calculation show that in general, both Simulation 1 (BBWS Citarum) and Simulation 2 (Bappenas/Bappeda) have good performance in all variables, with the majority percentage above 80%. However, when looking specifically at variables X1 to X5 (organizational behavior components), conflict (X4) has the lowest percentage in both simulations (79% in Simulation 1 and 80% in Simulation 2). Although the difference is not very significant compared to other variables, it indicates that conflict management may be an area that needs more attention.

Organizations do face challenges in managing conflict, as confirmed by various studies (Flowers, 2021; Nurhalim, 2022; Stup, 2019). Conflict management requires special attention in organizational behavior because of its significant impact on performance and outcomes. Poorly handled conflict can hinder goal achievement, lower productivity, and strain interpersonal relationships, ultimately affecting organizational success (Flowers, 2021; Nurhalim, 2022). While conflict can sometimes be beneficial for decision-making and creativity in a dynamic environment, poorly managed conflict can lead to damaging consequences (Stup, 2019). The lack of conflict management training for employees and the expectation that managers can intervene without adequate preparation underscores the importance for organizations to prioritize conflict resolution strategies and equip their workforce with the necessary skills to effectively address and resolve conflicts (Tahir et al., 2022).

Then, the weakest component (Z) in Simulation 1 (BBWS Citarum) is preparedness (Z5) with a percentage of 76%. Although not much different from the other variables, this value suggests that the preparedness aspect may need more attention than the other components. In Simulation 2 (Bappenas/Bappeda), all components have relatively high percentages (83% and above). No component is significantly weaker than the others.

Furthermore, the results of correlation analysis in Simulation 1 (BBWS Citarum) and Simulation 2 (Bappenas/Bappeda) show that all process variables in organizational behavior (motivation, leadership, communication, conflict, and organizational change) have significant positive relationships with job satisfaction. In particular, leadership showed the strongest correlation with job satisfaction in both simulations, with  $r$ -values of 0.678 (Simulation 1) and 0.766 (Simulation 2). Conflict and organizational change variables also showed strong correlations with job satisfaction in Simulation 1, while in Simulation 2, motivation and conflict showed strong correlations with job satisfaction. These results underscore the importance of leadership in improving job satisfaction, both in the context of BBWS Citarum and Bappenas/Bappeda.

Leadership is the central and most significant component in organizational behavior and in improving employee job satisfaction because of its profound impact on organizational performance and worker well-being. Studies have consistently shown that leadership with integrity has a positive influence on organizational performance, employee job satisfaction, and reduces job anxiety (Haile, 2023). Various leadership styles that are aligned with the organizational culture can create a positive work environment, improve performance, and motivate employees to achieve better results (Gomathy et al., 2023). In addition, participative and supportive leadership behaviors were shown to significantly increase employee job satisfaction, which in turn increased work productivity and a sense of equality in the decision-making process (Mahar et al., 2021; Naibaho and Lubis, 2024; Yohanis et al., 2023). Furthermore, leadership style and work motivation play an important role in improving job satisfaction, which will ultimately improve the performance and satisfaction levels of employees in the organization (Qomariah et al., 2022). In addition, leadership behavior also acts as a significant mediator between organizational culture and job satisfaction, emphasizing the important role of leadership in shaping organizational culture and influencing the level of job satisfaction among employees (Semordzi, 2018).

Motivation, communication, conflict management, and the ability to deal with organizational change also play an important role in improving employee job satisfaction. Research shows that high motivation, associated with dedication and work stimulation, is positively correlated with improved performance (Safa et al., 2020). Effective organizational communication can foster individual and organizational motivation, productivity, and performance, ultimately increasing job satisfaction (Madalina and Catalin, 2016). The ability to deal with organizational change is also essential because employees are required to be proactive and adaptive to change, which has an impact on attitudes, behaviors, and skills that are valued by the company (Petrou and Vakola, 2018). Furthermore, commitment to change and task-oriented coping strategies have been shown to positively influence job satisfaction, which in turn improves organizational performance (Sugita et al., 2013). Therefore, integrating such factors into organizational behavior practices is essential to creating a positive work environment and ensuring employee satisfaction.

The weakest correlation in Simulation 1 (BBWS Citarum) is between communication (X3) and job satisfaction (Y) with an  $r$ -value of 0.483. Although still quite strong, this correlation is weaker than the correlations of other variables in the same simulation. The weakest correlation in Simulation 2 (Bappenas/Bappeda) is between organizational change (X5) and job satisfaction

(Y) with an  $r$ -value of 0.421. This correlation is also still quite strong, but weaker than the correlations of the other variables in this simulation. Note that the difference between the weakest and strongest correlations in both simulations is not large, so all variables have a moderately strong to strong relationship with job satisfaction.

For the correlation of job satisfaction (Y) to organizational capacity in reducing flood risk (Z1 - Z7) as follows. In Simulation 1 of BBWS Citarum, all aspects of organizational capacity have significant positive correlations with job satisfaction. The strongest correlation was found between job satisfaction and knowledge and education (Z1), with an  $r$ -value of 0.697, indicating a strong relationship. Meanwhile, the weakest correlation was found between job satisfaction and preparedness (Z5), with an  $r$ -value of 0.428, which is still quite strong. In Simulation 2 Bappenas/Bappeda, all aspects of organizational capacity are also significantly positively correlated with job satisfaction. However, the strongest correlation in this simulation is between



job satisfaction and policies and regulations (Z4), with an  $r$ -value of 0.747. The weakest correlation was found between job satisfaction and recovery (Z7), with an  $r$ -value of 0.504, which is still quite strong.

Overall, the results of the correlation analysis show that job satisfaction has a significant positive relationship with all aspects of organizational capacity in reducing flood risk, both in the context of BBWS Citarum and Bappenas/Bappeda. This suggests that employee job satisfaction can be an important factor in improving organizational capacity to reduce flood risk. The strongest overall correlations are between job satisfaction and knowledge and education (Z1) in Simulation 1 (BBWS Citarum), and between job satisfaction and policies and regulations (Z4) in Simulation 2 (Bappenas/Bappeda). The weakest overall correlations are between job satisfaction and preparedness (Z5) in Simulation 1 (BBWS Citarum), and between job satisfaction and recovery (Z7) in Simulation 2 (Bappenas/Bappeda).

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### CONCLUSIONS

The conclusions of the organizational behavior analysis are as follows: Overall, both BBWS Citarum and Bappenas/Bappeda performed well in the measured aspects of OB (motivation, leadership, communication, conflict, organizational change, and job satisfaction). Leadership had the strongest correlation with job satisfaction in both simulations, demonstrating its important role in improving job satisfaction. Conclusions on the relationship and application of OB in organizational capacity: There is a significant positive relationship between OB variables (motivation, leadership, communication, conflict, and organizational change) and job satisfaction. Job satisfaction is positively correlated with all aspects of organizational capacity to reduce flood risk, suggesting that increased job satisfaction can contribute to increased organizational capacity.

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