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Team Solidarity-Based Public Financial Oversight Model: One Piece Leadership Perspective

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ABSTRACT

This study examines how the concepts of group solidarity, information transparency, accountability, and financial control are represented through three arcs in One Piece: Water Seven, Enies Lobby, and Dressrosa. This study aims to explore how the values of leadership, shared responsibility, and team collaboration in these narratives can be understood contextually within the framework of state financial management in Indonesia. The main problem in this study relates to the still minimal level of openness, coordinated supervision, and accountability in national public financial management. The research method applied is a descriptive qualitative approach by conducting thematic analysis of dialogue, conflict, and relationships between characters in the selected arcs. The study findings reveal that team cohesion and transparent leadership are key factors in efforts to strengthen financial oversight and avoid abuse of power. The Water Seven arc illustrates the urgency of accountable decision-making, Enies Lobby highlights the essence of collaboration and trust between institutions, while Dressrosa illustrates the negative consequences of data manipulation and corruption on the government system. This study argues that fictional works can be used as material for conceptual reflection to understand and improve public financial governance in Indonesia.

ABSTRAK

Penelitian ini mengkaji bagaimana konsep solidaritas kelompok, transparansi informasi, akuntabilitas, dan pengendalian keuangan direpresentasikan melalui tiga alur cerita dalam One Piece: Water Seven, Enies Lobby, dan Dressrosa. Penelitian ini bertujuan untuk mengeksplorasi bagaimana nilai-nilai kepemimpinan, tanggung jawab bersama, dan kolaborasi tim dalam narasi-narasi tersebut dapat dipahami secara kontekstual dalam kerangka pengelolaan keuangan negara di Indonesia. Masalah utama dalam penelitian ini berkaitan dengan tingkat keterbukaan, pengawasan terkoordinasi, dan akuntabilitas yang masih minim dalam pengelolaan keuangan publik nasional. Metode penelitian yang diterapkan adalah pendekatan kualitatif deskriptif dengan melakukan analisis tematik terhadap dialog, konflik, dan hubungan antar karakter dalam alur cerita yang dipilih. Temuan penelitian mengungkapkan bahwa kekompakan tim dan kepemimpinan yang transparan merupakan faktor kunci dalam upaya memperkuat pengawasan keuangan dan mencegah penyalahgunaan kekuasaan. Arc Water Seven menggambarkan urgensi pengambilan keputusan yang akuntabel, Enies Lobby menyoroti esensi kolaborasi dan kepercayaan antarlembaga, sedangkan Dressrosa menggambarkan konsekuensi negatif dari manipulasi data dan korupsi terhadap sistem pemerintahan. Penelitian ini berpendapat bahwa karya fiksi dapat digunakan sebagai bahan refleksi konseptual untuk memahami dan meningkatkan tata kelola keuangan publik di Indonesia.

INTRODUCTION

Transparency, accountability, and effectiveness in public financial management are the cornerstones of good governance. In practice, public financial management in Indonesia still faces various challenges, such as a lack of budgetary oversight, limited transparency in the presentation of financial information, abuse of authority, and suboptimal inter-agency coordination in the management and monitoring of state funds (Natision et al., 2022). This situation gives rise to various negative impacts, ranging from inefficient budget utilization to a decline in public trust in government institutions. Transparency and accountability are fundamental aspects because both are closely linked to the disclosure of information, responsible budget management, and the government's ability to be accountable for its policies to the public. Furthermore, the application of the "value for money" principle serves as a crucial benchmark for assessing whether the budget has effectively, efficiently, and economically delivered maximum benefits to the people (Trimarstuti, 2019).

Issues in public financial management in Indonesia encompass not only administrative and regulatory aspects but are also influenced by leadership, organizational culture, and camaraderie in the workplace. Within an organization, team cohesion plays a strategic role in fostering cooperation, loyalty, and a shared sense of ownership toward the organization's goals. Strong cohesion can help an organization resolve internal conflicts, strengthen coordination, and improve the effectiveness of oversight in decision-making (Albert et al., 2022). These findings indicate that the success of financial monitoring and management systems depends not only on formal regulations but also on the quality of interpersonal relationships and leadership within the organization.

In the context of Indonesian governance, challenges related to openness and accountability remain a relevant topic of discussion, particularly regarding the management of local finances and public institutions. Low transparency in local financial management can lead to a decline in public trust in the government (Nurrizkiana et al., 2017). Efforts to reform the local government accountability system in Indonesia continue to face various institutional barriers, such as weak coordination among bureaucratic agencies and imbalances in internal oversight (Salomo & Rahmayanti, 2023). These conditions indicate that public financial management requires an oversight system that is not only regulation-based but also supported by organizational harmony and collaborative

leadership. Effective leadership can create a more open work environment, enhance collective accountability, and strengthen public oversight mechanisms (Liddle, 2018).

This study utilizes narratives from One Piece as a medium for reflection to understand the concepts of team cohesion, transparency, leadership, and the oversight of power within the framework of public financial management in Indonesia. Anime and manga not only serve as entertainment but also frequently present social, political, and organizational critiques that are relevant to everyday life. The Water Seven, Enies Lobby, and Dressrosa arcs were selected because they feature strong organizational and leadership conflicts and illustrate the complex dynamics of power oversight. The Water Seven arc depicts internal team conflicts, organizational decision-making, and the importance of trust and responsibility in maintaining group stability. Tensions among crew members illustrate how poor communication can affect group solidarity and organizational effectiveness.

The Enies Lobby arc showcases a more solid form of team cohesion as group members strive to protect Nico Robin from pressure exerted by the World Government. This arc illustrates how loyalty, cooperation, and collective courage become the primary strengths in confronting an authoritarian power structure. These values are relevant to the concept of collaborative oversight in public financial management, where effective oversight requires the involvement of various parties as well as a shared sense of responsibility in safeguarding the organization's sustainability.

The Dressrosa Arc illustrates the harmful effects of centralized power, manipulation of information, and corrupt practices on society. Doflamingo's authoritarian leadership demonstrates how a lack of transparency and weak oversight can lead to social injustice and the breakdown of public systems. These conditions bear similarities to various cases of abuse of power and corruption that remain problematic within Indonesia's public financial system.

Based on this overview, this study aims to examine the representation of team cohesion, transparency, accountability, and the monitoring of power in the Water Seven, Enies Lobby, and Dressrosa arcs of One Piece, and then relate these to public financial governance in Indonesia. This study employs a qualitative descriptive approach with thematic analysis to understand the meanings and values embedded in character interactions, organizational conflicts, and leadership patterns within the narrative. This study is expected to contribute to the development of interdisciplinary research that

connects popular culture with the study of public financial governance and organizational leadership. Furthermore, this study is also expected to offer a new perspective—that fictional narratives can serve as a medium for reflection in understanding the importance of teamwork, transparency, and accountability in public financial management in Indonesia.

LITERATURE REVIEW

Transparency and Accountability in Public Financial Management

Transparency and accountability are positioned as the two central pillars of good governance. Natision et al. (2022), through a quantitative analysis, show that public accountability and information transparency have a significant effect on the effectiveness of state financial management mechanisms; the more open budget information is and the stronger public oversight becomes, the lower the likelihood of abuse of authority. This finding aligns with Nurrizkiana, Handayani, and Widiastuty (2017), who identify the determinants of transparency and accountability in local financial management and confirm that low disclosure of local financial information has a direct effect on declining public trust in government.

At the policy level, Trimarstuti (2019) emphasizes the importance of the “value for money” principle as a benchmark for assessing whether a budget has been used economically, efficiently, and effectively to deliver maximum benefit to the public. This principle broadens the meaning of accountability from mere administrative compliance to a substantive measure of budget performance. Meanwhile, Salomo and Rahmayanti (2023) highlight that reform efforts on Indonesia's local government performance accountability system continue to face institutional barriers, particularly weak coordination among bureaucratic agencies and imbalances in internal oversight. Taken together, this body of literature shows that transparency and accountability issues in Indonesia's public finance are multidimensional, spanning regulatory, institutional, and organizational-culture aspects.

Organizational Solidarity and Team Cohesion

Beyond the regulatory dimension, the cited literature also underscores the strategic role of group cohesion in organizational success. Albert, Lazzari Dodeler, and Ohin (2022), through a case study, demonstrate how organizations can develop solidarity in the workplace and how such cohesion significantly contributes to the effectiveness of cooperation and to overall organizational stability. This concept serves as the main

conceptual bridge connecting the One Piece fictional narrative to public finance issues: mutual trust, loyalty, and shared responsibility among group members are treated as preconditions for effective oversight, rather than as a mere complement to formal regulatory systems.

Within public-sector organizations, this kind of cohesion is relevant to the need for cross-institutional coordination — among government bodies, audit institutions, law enforcement, and the public — in preventing the misuse of state funds. Team solidarity is thus understood not only as a psychosocial phenomenon within small groups, but also as a principle transferable to broader institutional governance.

Collaborative Leadership and Oversight of Power

A third theme underpinning the article is collaborative leadership. Liddle (2018) examines how aligning vertical structures with horizontal relationships — through collaborative leadership and accountability mechanisms — can foster economic growth at the local government level. This argument reinforces the idea that the effectiveness of public financial oversight does not rest solely on hierarchical authority, but on a leader's capacity to build trust, openness, and collective responsibility among stakeholders.

This framework is also the basis on which the article's authors connect Luffy's leadership style in One Piece to the concept of servant leadership — a leadership approach that prioritizes the interests of the group and the well-being of organizational members over the leader's personal interests. Drawing on this collaborative-leadership framework, the article argues that open, participatory leadership contributes to a working environment that supports collective oversight as a safeguard against the abuse of power.

Popular Culture as a Reflective Approach in Governance Studies

Unlike the other five, more empirical and institutional references, the article's original contribution lies in its use of popular-culture narrative — in this case, the One Piece manga and anime by Eiichiro Oda — as primary data for thematic analysis. This approach rests on the premise that fictional works, beyond their entertainment function, frequently carry social, political, and organizational critiques relevant to everyday life. The Water Seven arc represents decision-making conflict and the importance of open communication; the Enies Lobby arc represents solidarity and collaborative oversight in the face of authoritarian pressure; while the Dressrosa arc represents the destructive effects of centralized power, information manipulation, and systemic corruption.

By positioning fictional narrative as material for conceptual reflection, the article opens space for an interdisciplinary approach bridging popular-culture studies with organizational leadership and public financial management — a domain rarely addressed by public-sector accounting or public administration literature, which tends to be quantitative or grounded in conventional institutional case studies.

Synthesis and Positioning of the Study

Overall, the five references used in the article complement one another in building the argument that the effectiveness of public financial management cannot be separated from three interrelated factors: (1) the regulatory framework of transparency and accountability (Natision et al., 2022; Nurrizkiana et al., 2017; Trimarstuti, 2019; Salomo & Rahmayanti, 2023), (2) internal organizational cohesion and solidarity (Albert et al., 2022), and (3) collaborative leadership that bridges structural relationships with accountability mechanisms (Liddle, 2018). In prior literature, these three factors are generally examined separately and through quantitative methods or direct institutional case studies.

The research gap the article seeks to fill is the absence of studies that connect these three factors through a qualitative approach based on thematic analysis of popular narrative. By treating the Water Seven, Enies Lobby, and Dressrosa arcs of One Piece as the unit of analysis, the article offers a new way of understanding team solidarity, transparency, accountability, and the oversight of power in a manner that is contextual and accessible to the public, while enriching interdisciplinary research at the intersection of popular culture and public financial governance in Indonesia.

RESEARCH METHODS

This study employs a qualitative descriptive method with a thematic analysis approach to examine the representations of team cohesion, openness, accountability, and the oversight of power in the Water Seven, Enies Lobby, and Dressrosa arcs of One Piece. The qualitative descriptive method was chosen because this study focuses on understanding the meanings, values, and patterns of social relationships that emerge in the story, rather than on statistical calculations or numerical testing. This approach provides an in-depth understanding of the relationship between organizational leadership, group cohesion, and public financial management in Indonesia. Thematic analysis was applied to identify key themes such as openness, organizational loyalty, collective oversight, leadership, and abuse of authority that emerge in the characters' dialogues, conflicts, and actions.

The data sources for this study consist of primary and secondary data. The primary data were sourced from the One Piece manga and anime, specifically the Water Seven, Enies Lobby, and Dressrosa arcs by Eiichiro Oda. This data includes character dialogues, organizational conflicts, leadership patterns, and forms of team cohesion related to the monitoring of power and organizational accountability. Meanwhile, secondary data was drawn from various journal articles and previous studies examining transparency, accountability, organizational cohesion, leadership, and public financial management in Indonesia. These references were used to strengthen the conceptual analysis and establish connections between popular culture narratives and the state of public financial management in Indonesia.

Data collection was conducted through documentary and literature reviews. The researcher identified scenes, dialogues, and conflicts that illustrated practices of team cohesion, organizational openness, and the monitoring of power within the narrative. The data were then grouped based on specific themes, such as accountability, collaborative leadership, group loyalty, information manipulation, and abuse of authority. This process was carried out systematically to ensure that the data used were relevant to the research focus. This study did not use questionnaires or interviews because the research subjects consisted of visual and textual narratives in works of fiction.

In the data analysis process, this study employed a thematic analysis approach carried out in several stages: data reduction, theme grouping, interpretation of meaning, and drawing conclusions. The data reduction stage involved selecting scenes and dialogues related to the concepts of team cohesion and public financial management. Subsequently, the data were grouped into main themes, such as transparency, accountability, leadership, and organizational oversight. The interpretation stage involved linking the findings to theories of organizational cohesion as well as the concepts of transparency and accountability in public financial management (Albert et al., 2022; Natision et al., 2022).

To ensure the reliability and validity of the research, the researcher applied source triangulation by comparing data from the One Piece narrative with the results of relevant prior studies. Furthermore, data interpretation was conducted consistently based on the narrative context and the theories employed, ensuring the research findings are academically sound. Through this method, the study aims to provide a deeper understanding of the relationship between team cohesion, organizational leadership, and public financial governance in Indonesia via a popular culture approach.

RESULTS AND DISCUSSION

RESULTS

Based on the results of a thematic analysis of the Water Seven, Enies Lobby, and Dressrosa arcs in One Piece, it was found that there is a strong relationship between team cohesion, organizational leadership, transparency of information, and monitoring systems and the concept of public financial management in Indonesia. These three story arcs demonstrate that an organization's success is influenced not only by individual strengths or the power of its leaders but also by the level of trust among members, organizational communication, group loyalty, and transparency in the decision-making process. The findings of this study show that the values emerging from fictional narratives can serve as a basis for reflection on various public financial management issues that still persist in Indonesia.

In the Water Seven arc, it was revealed that internal organizational conflicts arose due to differing views on decision-making and a lack of open communication among group members. The conflict between Luffy and Usopp regarding the condition of the Going Merry illustrates how a decision that is not fully understood can cause division within an organization. In the context of Indonesia's public financial management, this situation highlights the importance of transparency and clear communication in the management of both national and regional budgets. When information regarding budget policies is not communicated openly, it can lead to public distrust and conflicts of interest within government organizations.

Furthermore, Water Seven also illustrates how strategic decision-making requires rational consideration and shared responsibility. As a leader, Luffy does not merely make decisions based on emotion but also considers the sustainability of his group's journey. This value is closely linked to the concept of accountability in Indonesia's public financial management, where every budgetary policy must take into account effectiveness, efficiency, and long-term benefits for the public. This concept aligns with the principle of value for money, which emphasizes the economical, effective, and efficient use of the budget (Trimarstuti, 2019).

Meanwhile, in the Enies Lobby arc, it was revealed that team cohesion is a key factor in dealing with the pressures of power and organizational conflict. The entire Straw Hat crew united to rescue Nico Robin from the World Government, even though they had to face significant risks. Research findings indicate that loyalty, trust, and collective

responsibility can strengthen an organization's resilience in the face of external pressures. In the context of Indonesia's public financial management, these conditions highlight the importance of monitoring collaboration among the government, audit institutions, law enforcement agencies, and the public to prevent the misuse of the national budget.

A study (Albert et al., 2022) explains that organizational cohesion has a significant impact on the effectiveness of cooperation and organizational stability. These findings align with the results of this study, which show that the Straw Hat Crew's success in confronting the World Government depends not only on individual strength but also on group cohesion and trust among its members. In Indonesia's public financial system, effective oversight also requires institutional cohesion and good coordination among stakeholders to ensure that the budget management process proceeds transparently and accountably.

The Enies Lobby arc also highlights criticism of a power structure that is overly closed and authoritarian. The World Government in the story is depicted as wielding immense power to control information and set policies without regard for justice for specific individuals. This is linked to the lack of transparency in public bureaucracy, where closed-door decision-making can increase the risk of abuse of authority and weaken public oversight. In the Indonesian context, bureaucratic reform and public accountability systems still face various challenges, particularly regarding institutional coordination and transparency in budget management (Salomo & Rahmayanti, 2023).

In the Dressrosa arc, it was revealed that centralized power without proper oversight can lead to information manipulation, systemic corruption, and social injustice. Doflamingo used his political influence and control over information to maintain his power and manipulate the people of Dressrosa. These conditions demonstrate that a lack of transparency and public oversight can create an unhealthy system of government. In the Indonesian context, the manipulation of information and abuse of authority remain major challenges in public financial management, particularly in cases of budget corruption and the misuse of regional funds.

Research findings indicate that the people of Dressrosa lose access to accurate information because the entire system is controlled by a single ruling party. This situation parallels various corruption cases in Indonesia that occur due to a lack of public information transparency and weak oversight of state budget spending. Research (Natision et al., 2022) explains that transparency and accountability have a significant

impact on the effectiveness of the state financial management system. The higher the level of information transparency and public oversight, the lower the likelihood of abuse of authority in budget management.

In addition, the research findings also indicate that collaborative leadership plays a crucial role in maintaining organizational stability and enhancing the effectiveness of public oversight. In all three story arcs, Luffy is not portrayed as an authoritarian leader, but rather as a leader who fosters trust, unity, and cooperation among his crew members. This leadership style is closely related to the concept of servant leadership a leadership approach that prioritizes the group's interests and the well-being of the organization's members.

Table 1
Representations of Team Solidarity and Financial Management in One Piece Arc

Arc	Main Conflict	Organizational Values	Relationship with Indonesia's Economy
Water Seven	Decision making conflict regarding the Going Merry	Organizational Transparency and Communication	Transparency of Public Budget Information
Enies Lobby	The World Government's Rescue of Nico Robin	Solidarity and organizational loyalty	Collaborative interagency oversight
Dressrosa	Doflamingo's Abuse of Power	Public Oversight and Anti-Corruption	Prevention of corruption and misuse of funds

Table 2
Representations of Team Solidarity and Financial Management in One Piece Arc

The Value of Solidarity	Representation in One Piece	Implementation in the Indonesian Financial Sector
Trust	The crew trusts the leader's decision	Transparency of Financial Reports
Loyalty	Protection for Nico Robin	Integrity of Public Institutions
Collaboration	Fighting Together at Enies Lobby	Collaboration among regulatory agencies
Responsibility	Public Safety in Dressrosa	Accountability for Budget Use
Leadership	Luffy builds team solidarity	Collaborative leadership in government

DISCUSSION

Research shows that team cohesion and collaborative leadership are closely linked to the effectiveness of public financial management. The research findings indicate that organizations with open communication, trust, and shared oversight tend to be more stable when facing conflicts or external pressures. In the Indonesian context, this suggests that public financial management reform requires not only strong regulations but also an organizational culture that supports openness and accountability.

These research findings reinforce previous studies stating that organizational cohesion can enhance the effectiveness of cooperation and strengthen organizational stability (Albert et al., 2022). In the context of Indonesia's public financial management, these conditions indicate that transparency in budget information and inter-agency coordination are key factors in improving the quality of public oversight.

This study also shows that popular culture narratives can serve as a reflective medium for understanding public financial management issues in a more contextual way that is easily understood by the public. Arc Water Seven, Enies Lobby, and Dressrosa not only feature adventure-based conflicts but also illustrate the importance of transparency, organizational cohesion, and oversight of power. Therefore, this study offers a new perspective that popular culture can serve as a cross-disciplinary approach to understanding issues of organizational leadership and public financial management in Indonesia.

CONCLUSION

Based on the research findings, it can be concluded that the Water Seven, Enies Lobby, and Dressrosa arcs in One Piece represent the importance of teamwork, transparency, accountability, and organizational oversight in maintaining the stability of a system. Using a qualitative descriptive approach with thematic analysis, this study demonstrates that organizational conflict, group loyalty, and leadership patterns found in these three arcs are related to public financial management in Indonesia. The Water Seven arc highlights the importance of communication and transparency in organizational decision-making; the Enies Lobby arc emphasizes unity and oversight of collaboration in the face of institutional pressure; while the Dressrosa arc illustrates the negative impact of abuse of authority, manipulation of information, and weak public oversight on society.

The research findings also indicate that sound public financial management requires not only regulatory systems and administrative oversight but also organizational cohesion, collaborative leadership, and transparency. Transparency and accountability

play a crucial role in enhancing public trust in public institutions and preventing the misuse of the state budget (Natision et al., 2022). Furthermore, organizational cohesion can strengthen coordination and the effectiveness of oversight in addressing various institutional challenges (Albert et al., 2022). In the Indonesian context, these values are relevant to public financial management reform efforts that emphasize the importance of transparency, joint oversight, and corruption prevention.

This study contributes to the development of interdisciplinary research at the intersection of popular culture, organizational leadership, and public financial management. The narratives in One Piece can serve as a reflective medium for understanding various social and institutional issues in a more contextual and accessible manner. However, this study has limitations because it focuses only on three specific story arcs and employs a descriptive qualitative approach without incorporating quantitative data or direct interviews. Therefore, future research is expected to expand the discussion by utilizing a broader range of subjects, methods, and approaches to produce a more in-depth analysis of the relationship between popular culture and organizational and public financial governance in Indonesia.

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