

## The Impact of Ifan's Leadership in Seventeen and Fan Support on the Continuation of Seventeen's Music Career Following the Tsunami Tragedy

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**Abstract**

This study aims to analyze the influence of Ifan Seventeen's leadership and fan support on the sustainability of the Seventeen Band's music business after the 2018 tragedy. The method used was quantitative with the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach, involving 109 respondents obtained through the distribution of an online questionnaire. The independent variables in this study were leadership (X1) and fan support (X2), while the sustainability of the Seventeen Band's music business became a dependent variable (Y). The results of the study show that Iwan's leadership and fan support have a significant effect on the sustainability of the music business, both partially and simultaneously. An R-square value of 0.974 indicates that both independent variables are able to explain 97.4% variation in band sustainability. These findings affirm the importance of symbolic leadership and emotional engagement of fans in maintaining the existence of music brands in the midst of a crisis, as well as contributing to the development of artist management strategies and strengthening audience loyalty in the Indonesian music industry.

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### INTRODUCTION

The music industry is one of the subsectors of the creative economy that has an important role in the economic, cultural, and social development of society (Dian et al., 2021). The development of digital technology has changed the pattern of production, distribution, and consumption of music works, increasing competition among music industry players (Hendrawan & Suselo, 2021). In these conditions, the sustainability of a music group is not only determined by the quality of its musicality, but also influenced by its adaptability, leadership strategy, and support provided by its fans. These factors become increasingly important when a music group faces a crisis situation that has the potential to threaten its existence (Alfatiha et al., 2022; Atlantic et al., 2023; Pratama & Kusuma, 2025).

One of the events that had a major impact on the Indonesian music industry was the Sunda Strait tsunami tragedy that occurred at the end of 2018. The incident not only caused material losses and casualties, but also affected the sustainability of several creative industry players, including the Seventeen Band. In the tragedy, most of the members of the Seventeen Band died, leaving the vocalist, Riefian Fajarsyah or better known as Ifan Seventeen, as the only member who is still actively maintaining the existence of the band. This condition creates a very complex challenge because Ifan not only faces personal loss, but also has to make strategic decisions to maintain the sustainability of the Seventeen Band's identity and existence in the midst of very significant changes (BBC, 2018).

The sustainability of an organization or creative group after experiencing a crisis is greatly influenced by the quality of leadership it has. Leadership is not only understood as a person's ability to give instructions, but also as the ability to influence, motivate, and direct other individuals in achieving common goals. In the context of the music industry, leadership is a very important element because the activities carried out are not only oriented towards economic achievement, but also related to the management of emotions, creativity, and complex social relationships. A leader is required to be able to rebuild the collective spirit, create a new vision, and maintain public trust so that the organization can survive in the long term (Erman & Winario, 2024; Tacap, 2025).

Adaptive and transformational leadership is one of the factors that determine the success of a group in dealing with rapid environmental changes. Leaders who have these characteristics are able to build internal motivation, foster optimism, and encourage effective collaboration among all parties involved. In the case of the Seventeen Band, Ifan Seventeen faces the enormous responsibility of managing the emotional recovery process while maintaining the identity of the band that has been built over the years. The strategic decisions made, such as continuing musical activities, utilizing digital media, and maintaining relationships with fans, show that leadership has a central role in maintaining the sustainability of a creative venture (Marselino & Priyatmono, 2025; Rachmawati et al., 2023; Setiyowati, 2025).

In addition to the leadership factor, fan support is also an inseparable component of the success of the modern music industry. The development of information technology has changed the position of fans from just passive consumers to active participants who contribute to the formation of the image, promotion, and career sustainability of a musician or musical group. This support can be manifested in various forms, such as the consumption of musical works, participation in community activities, interaction through social media, to the provision of moral support when musicians face difficult situations. High fan loyalty can create strong emotional connections that help maintain the existence of a music group in the long term (Ayem & Hernindya, 2025; Nuriyanti et al., 2021; Prabawanti & Tarigan, 2023).

In Seventeen Band, fan support played a very significant role after the 2018 tsunami tragedy. Fans continue to show solidarity and high emotional attachment through various activities, both in person and through digital platforms. This support not only helps maintain the popularity of the Seventeen Band, but also provides psychological strength for Ifan Seventeen in carrying out his role as a leader. The interaction that is built between musicians and fans ultimately creates an ecosystem that supports each other and becomes an important social capital in maintaining the sustainability of the music business (Maharani & Rahmasari, 2022; Mahendro & Savira, 2021).

Several previous studies have discussed the importance of the role of leadership, communication, and fan loyalty in supporting organizational sustainability. Research by Omah & Pramudena (2020) found that leadership has a significant influence on improving performance through the creation of a conducive work environment. Research by Fathana et al. (2025) shows that fan loyalty is not influenced by certain demographic characteristics, but rather based on universal emotional attachment. Furthermore, Harahap's research (2026) found that rebranding strategies supported by emotional narratives and public engagement through digital media are able to help organizations survive after experiencing a crisis.

Nonetheless, most previous research still addresses the variables of leadership and fan support separately or uses the context of corporate organizations and the entertainment industry in general. Research that specifically integrates these two variables in the context of the sustainability of Indonesian music groups after the crisis is still relatively limited. The phenomenon of Seventeen Band presents unique characteristics because it involves aspects of individual leadership, emotional attachment of fans, and efforts to maintain the sustainability of the music business after experiencing a major disaster.

This research gap is an important basis for conducting this research. This study seeks to integrate the influence of Ifan Seventeen's leadership and fan support on the sustainability of the Seventeen Band's music business in one comprehensive analytical framework. This approach is expected to provide a deeper picture of the factors that affect a band's ability to survive and thrive after facing a crisis situation.

This research has both theoretical and practical contributions. Theoretically, this research can enrich the literature on leadership, fan support, and business sustainability in the context of Indonesia's creative industry. Practically, the results of the research are expected to be a reference for music industry players and other creative sectors in developing strategies to deal with crisis conditions. In addition, this research can also be considered for creative organization leaders to optimize leadership roles and build stronger relationships with fan communities in an effort to maintain business sustainability in the future.

Based on this description, this study aims to analyze the influence of Ifan Seventeen's leadership and fan support on the sustainability of the Seventeen Band's music business after the 2018 tsunami tragedy. Through this research, it is hoped that a more comprehensive understanding of how leadership and fan involvement contribute to maintaining the existence of a music group in the midst of the challenges and changes that occur in the Indonesian music industry.

## **METHOD**

This study used a quantitative approach with a descriptive and causal research design. The quantitative approach was chosen because it aims to objectively test the relationships and influences between research variables through numerical measurement and statistical analysis. In this study, a quantitative approach was used to analyze the influence of Ifan Seventeen's leadership and fan support on the sustainability of the Seventeen Band's music business after the Sunda Strait tsunami tragedy in 2018.

The research design used is descriptive and causal research. Descriptive research aims to describe the characteristics of respondents and the conditions of the variables studied, while causal research aims to determine the cause-and-effect relationship between independent variables and dependent variables. The independent variables in this study consisted of the leadership of Ifan Seventeen (X1) and fan support (X2), while the dependent variable was the sustainability of the Seventeen Band's (Y) music business.

The data collection method was carried out through surveys using questionnaires as the main research instruments. The questionnaire was structured using a five-point Likert scale, ranging from a score of 1 (strongly disagree) to a score of 5 (strongly agree). The use of the Likert scale aims to simplify the process of measuring respondents' perception of the indicators in each research variable.

The population of this study is all fans of the Seventeen Band and Ifan Seventeen who are in Indonesia and actively follow the band's activities through various digital platforms, such as Instagram, YouTube, TikTok, and other social media. The population was chosen because the fan group is a party directly involved in providing support for the continuity of Seventeen Band's musical activities after the tsunami tragedy.

The sampling technique used non-probability sampling with a purposive sampling approach. This technique was chosen because the researcher set certain criteria for respondents who could participate in the study. The respondents' criteria include: (1) at least 17 years old, (2) know the history and development of the Seventeen Band, (3) follow Ifan Seventeen's activities through social media, and (4) have accessed or enjoyed the Seventeen Band's music. The selection of these criteria aims to ensure that respondents have adequate knowledge so that they can provide answers that are in accordance with the research objectives.

Primary data collection was carried out online using Google Forms which were disseminated through social media and the Seventeen Band fan community. In addition to primary data, this study also uses secondary data obtained from various sources, such as scientific journals, books, news articles, official documents, and publications related to leadership, fan support, and sustainability of the music industry.

The operationalization of research variables is prepared based on relevant theories. Ifan Seventeen's leadership variables were measured using several indicators, namely transformational leadership, transactional leadership, communication quality, and decision-making ability. Fan support variables are measured through fan engagement and fan loyalty. Meanwhile, the variables of the sustainability of the music business are measured through indicators of business stability, innovation, concert organization, sales of musical works, and the level of existence on social media.

Data analysis was carried out using the SmartPLS 3 application because this method is able to analyze the relationship between variables simultaneously and is suitable for use in predictive research models. The analysis is carried out through two main stages, namely measurement model testing (outer model) and structural model testing (inner model). The outer model test aims to test the validity and reliability of research instruments through factor loading, Average Variance Extracted (AVE), Composite Reliability (CR), and Cronbach's Alpha values. The research instrument is declared valid if the loading factor value is more than 0.70 and the AVE value is greater than 0.50. Meanwhile, the instrument is declared reliable if the Composite Reliability and Cronbach's Alpha values are greater than 0.70. Furthermore, internal model testing was carried out to determine the strength of the relationship between research variables. This test includes the analysis of the value of the determination coefficient ( $R^2$ ), the value of predictive relevance ( $Q^2$ ), and hypothesis testing using the bootstrapping technique. The research hypothesis is accepted if the t-value is greater than 1.96 and the p-value is less than 0.05 at a significance level of 5%.

## RESULTS AND DISCUSSIONS

**Table 1. Loading Factor Value**

Variable	Item	Outer Loading	Criteria	Remarks
	GK1	0.862	0,7	<b>VALID</b>
	GK2	0.906	0,7	<b>VALID</b>
	GK3	0.908	0,7	<b>VALID</b>

<b>X1 (Leadership)</b>	GK4	0,763	0,7	<b>VALID</b>
	GK5	0.890	0,7	<b>VALID</b>
	GK6	0.842	0,7	<b>VALID</b>
<b>X2 (Fan Support)</b>	DP1	0.841	0,7	<b>VALID</b>
	DP2	0.873	0,7	<b>VALID</b>
	DP3	0,798	0,7	<b>VALID</b>
	DP4	0,876	0,7	<b>VALID</b>
	DP5	0.909	0,7	<b>VALID</b>
	DP6	0.919	0,7	<b>VALID</b>
<b>Y (Band Sustainability)</b>	KB1	0,859	0,7	<b>VALID</b>
	KB2	0,810	0,7	<b>VALID</b>
	KB3	0,875	0,7	<b>VALID</b>
	KB4	0,883	0,7	<b>VALID</b>
	KB5	0,845	0,7	<b>VALID</b>
	<b>KB6</b>	<b>0,933</b>	<b>0,7</b>	<b>VALID</b>

Table 1 shows that each variable consists of six statement items, namely for variables X1 (Leadership), X2 (Fan Support), and Y (Band Sustainability). All indicators have an outer loading value above 0.70, which indicates that all questionnaire items are valid and suitable for use as a measuring tool in the study

**Table 2. Cross Loading Value**

Indicator	Fan Support	Leadership	Band Sustainability
<b>DP1</b>	0.841		
<b>DP2</b>	0.873		
<b>DP3</b>	0.798		
<b>DP4</b>	0.876		
<b>DP5</b>	0.909		
<b>DP6</b>	0.919		
<b>GK1</b>		0.862	
<b>GK2</b>		0.906	
<b>GK3</b>		0.908	
<b>GK4</b>		0.763	
<b>GK5</b>		0.890	
<b>GK6</b>		0.842	
<b>KB1</b>			<b>0.859</b>
<b>KB2</b>			<b>0.810</b>
<b>KB3</b>			<b>0.875</b>
<b>KB4</b>			<b>0.883</b>
<b>KB5</b>			<b>0.845</b>
<b>KB6</b>			<b>0.933</b>

Based on Table 2, the results of *the cross-loading* test showed that each indicator had a higher loading value against its own variable construct compared to the other variable constructs. This indicates that each indicator is able to measure the construct in question more accurately. Thus, it can be concluded that *the cross-loading* test has met the criteria of discriminant validity and is suitable for use in this research model.

**Table 3. Reliability Test**

Construct	Composite Reliability
<i>Leadership (X1)</i>	<b>0.931</b>
<i>Fan Support (X2)</i>	<b>0.936</b>
<i>Sustainability Band (Y)</i>	<b>0.935</b>

Based on table 3, all constructs have met the set reliability threshold values. Therefore, the research instrument can be declared feasible and accurate for use in testing structural models at a later stage.

**Tabel 4. R Square**

	<b>R Square</b>	<b>R Square Adjusted</b>
<b>Fan Support</b>	0.734	<b>0.731</b>
<b>Band Sustainability</b>	<b>0.974</b>	<b>0.973</b>

Based on Table 4, the R Square value for the Fan Support variable is 0.734 or equivalent to 73.4%, which indicates that the proportion of fan support variability can be explained by the construct contained in this study model. The R Square value for the Band Sustainability variable reached 0.974 or 97.4%, which means that the variables of Ifan Seventeen Leadership and Fan Support together have a huge influence on the sustainability of the Seventeen Band's music business. The high value of R Square reflects that the research model used has very strong predictive capabilities, especially in explaining the factors that affect the sustainability of the band after experiencing a crisis.

**Table 5. Model Fit**

	<b>Estimated Model</b>
<b>SRMR</b>	<b>0.058</b>
<b>d_ ULS</b>	<b>0.570</b>
<b>d_ G</b>	<b>2.183</b>
<b>Chi-square</b>	<b>680.541</b>
<b>NFI</b>	<b>0.715</b>

The SRMR criterion is declared fit if the value is less than 10% but it will be more ideal if it is less than 0.08. SRMR, which stands for Standardized Root Mean Square Residual, is known as a goodness of fit measure in PLS-SEM that can help identify potential errors in model specifications. Based on table 16, it can be seen that the SRMR value is  $0.058 < 0.10$  which means that it has met the fit model. Although the NFI value of 0.715 has not met the ideal threshold of 0.90, the model is still considered feasible and acceptable because it has met two of the three main fit model criteria, namely SRMR of 0.058 and d\_ ULS of 0.570, both of which are below the tolerance limit. This shows that the model specifications can still be considered representative of the data used.

**Tabel 6. Path Coefficient**

	<b>Original Sample (O)</b>	<b>T statistics</b>	<b>P-Painful</b>
<b>X2 -&gt; Y</b>	0.662	4.155	<b>0.000</b>
<b>X1 -&gt; X2</b>	0.802	11.943	<b>0.000</b>
<b>X1 -&gt; Y</b>	<b>0.318</b>	<b>1.965</b>	<b>0.050</b>

Based on the results of the analysis in Table 6 Path Coefficients, the variable Fan Support (X<sub>2</sub>) for the Sustainability of the Music Business (Y) shows a coefficient value of 0.662, with a T-statistic value of 4.155 and a P-value of 0.000. This value shows a statistically significant positive influence at a significance level of 5% ( $T > 1.96$  and  $P < 0.05$ ), so it can be concluded that fan support makes a real contribution to the sustainability of the Seventeen Band's music business.

Furthermore, the relationship between Leadership (X<sub>1</sub>) and Fan Support (X<sub>2</sub>) showed a coefficient value of 0.802, with a T-statistic of 11.943 and a P-value of 0.000, indicating a very

strong and statistically significant influence. These findings reinforce the role of leadership in building fan loyalty and engagement.

The relationship between Leadership ( $X_1$ ) and Music Business Sustainability ( $Y$ ) obtained a coefficient value of 0.318, with a T-statistic of 1.965 and a P-value of 0.050. Despite being at the threshold of significance ( $T = 1,965$ ), this relationship can still be categorized as marginally significant, meaning that Ifan's leadership has a positive influence that is close to significant on the sustainability of the music business, but not as strong as other variables.

### **The Influence of Ifan Seventeen's Leadership on the Sustainability of the Seventeen Band's Music Business**

The results of the study show that Ifan Seventeen's leadership has a positive and significant effect on the sustainability of the Seventeen Band's music business after the Sunda Strait tsunami tragedy in 2018. These findings indicate that leadership has a strategic role in maintaining the existence of a music group that is facing crisis conditions. After the tsunami tragedy that resulted in the loss of most of its personnel, Ifan Seventeen was faced not only with personal emotional pressure, but also with the responsibility of maintaining the identity and sustainability of the Seventeen Band in the midst of very significant changes. In these conditions, leadership ability is an important factor that determines the direction of the band's development.

The leadership shown by Ifan Seventeen is reflected in his ability to make strategic decisions, build effective communication, and maintain an emotional connection with fans and the wider community. Its consistent activities in introducing Seventeen's works through various digital platforms show that there are efforts to adapt to the changing environment of the increasingly digitized music industry. This ability is one of the factors that helps maintain the existence of the Seventeen Band in the midst of increasingly fierce competition in the music industry.

The results of this study are in line with transformational leadership theory which states that a leader is not only tasked with directing the members of the organization, but also inspiring, motivating, and rebuilding the collective spirit to achieve common goals (Daeli et al., 2024; Puspita et al., 2025; Sucahyowati & Suttedjo, 2024). Transformational leadership becomes especially relevant when organizations face crisis situations because it is able to build optimism and turn challenges into opportunities to grow. In the context of the Seventeen Band, Ifan Seventeen plays the role of a central figure who is able to rebuild public expectations while maintaining the legacy that the band has built over the years.

The findings of this study also support the opinion of Atlantika et al. (2023) and Omah & Pramudena (2020) who state that an effective leader is one who is able to understand the needs of his members, provide clear direction, and create a productive environment. Although the Seventeen Band suffered a loss of personnel due to a natural disaster, Iwan's presence as a leader allowed the reorganization process to run well so that musical activities could still be maintained. These abilities show that leadership is not only related to technical abilities, but also involves emotional and social aspects that are very important in creative organizations.

Overall, the results of this study show that leadership is a fundamental factor in maintaining the sustainability of the Seventeen Band's music business after the tsunami tragedy. Effective leadership is able to create organizational stability, strengthen relationships with

stakeholders, and improve adaptability to changes in the music industry environment. Thus, the success of maintaining the existence of the Seventeen Band is not only determined by the quality of the music produced, but also greatly influenced by the quality of leadership possessed by Ifan Seventeen.

### **The Influence of Fan Support on the Sustainability of the Seventeen Band's Music Business**

The results of the study show that fan support has a positive and significant effect on the sustainability of the Seventeen Band's music business after the Sunda Strait tsunami tragedy in 2018. This indicates that fans no longer play the role of mere connoisseurs of musical works, but have developed into an important part that contributes to the sustainability of a music group. Fan support is reflected through various forms of participation, such as listening to and sharing musical works, following the development of the Seventeen Band's activities on social media, attending concerts, and providing moral support to Ifan Seventeen. This form of involvement creates a strong emotional connection between the musician and his fans. After the tsunami tragedy, fans continue to show a high commitment to support the Seventeen Band to keep working. This continuous support is a source of psychological strength as well as social capital that helps maintain the existence of the Seventeen Band in the midst of various challenges faced.

The results of this study are in line with the opinion of Kresna et al. (2026) who stated that fan engagement is one of the important strategies in building a solid community and creating long-term relationships between organizations and their public. In addition, Awaliyah (2025) explained that intensive interaction through digital media can increase emotional attachment and create an environment that supports fan loyalty. In the context of Seventeen Band, the use of social media is an effective means to maintain two-way communication so that the relationship between Ifan Seventeen and its fans is well maintained.

The findings of this study are also supported by research by Maharani & Rahmasari (2022) who found that active fan engagement contributes significantly to the sustainability of musicians through promotion, emotional support, and increased visibility on digital platforms. High fan loyalty can result in sustained supportive behavior, whether in the form of purchasing music, voluntarily disseminating information, or participation in various activities related to the musicians they support. Therefore, the existence of an active fan community is one of the strategic assets that is able to strengthen the competitiveness and stability of the business in the modern music industry.

Overall, the results of this study show that fan support is a very important factor in maintaining the sustainability of the Seventeen Band's music business after the crisis. Fan engagement and loyalty not only provide economic benefits, but also strengthen the social and emotional aspects needed to sustain the band's existence in the long term. These findings confirm that music industry players need to build and maintain close relationships with fan communities through consistent communication, authentic interactions, and ongoing engagement strategies in order to meet the challenges of the future.

## **The Influence of Ifan Seventeen's Leadership and Fan Support on the Sustainability of the Seventeen Band's Music Business**

The results of the study show that Ifan Seventeen's leadership and fan support simultaneously have a positive and significant effect on the sustainability of the Seventeen Band's music business after the Sunda Strait tsunami tragedy in 2018. These findings show that the success of maintaining the existence of the Seventeen Band is not only determined by one factor, but is the result of the synergy between the quality of effective leadership and the active involvement of fans in supporting the group's activities.

Ifan Seventeen's leadership plays a key driver in determining the direction, strategy, and decision-making related to the band's sustainability. On the other hand, fan support functions as a social resource that provides emotional strengthening, promotion, and economic support for the sustainability of the music activities carried out. The combination of these two factors creates a complementary relationship. Good leadership will be difficult to achieve optimal results without the support of fans, while fan loyalty requires a leader who is able to maintain trust and maintain relationships that have been built.

The results of this study are in line with the concept of relationship marketing which explains that the sustainability of an organization is greatly influenced by its ability to build long-term relationships with stakeholders (Abadi et al., 2024; Moenardy Khalid et al., 2021; Nadifah & Amir, 2025). In the music industry, these relationships are realized through continuous communication between musicians and their fans. Ifan Seventeen has consistently used social media as a means to build closer interaction with fans, creating a strong sense of belonging and emotional attachment. This condition ultimately helps maintain the popularity and sustainability of the Seventeen Band in the midst of increasingly competitive changes in the music industry.

These findings also show that the sustainability of the music business is not only measured from the financial aspect, but also from the ability to maintain existence, increase audience engagement, and maintain relevance in the digital era. Intensive interaction through social media, concert organizing, and digital distribution of music works is an indicator that leadership and fan support work together in building an ecosystem that supports the development of the Seventeen Band. Overall, the results of this study confirm that the sustainability of the Seventeen Band's music business is the result of a collaboration between effective leadership and strong fan support. These findings imply that music industry players need to develop strategies that focus not only on the production of works, but also on building long-term relationships with fans and strengthening leadership capacity. Thus, creative organizations will have better abilities to deal with crisis situations, maintain their existence, and create business sustainability in the long term.

## **CONCLUSION**

This study aims to analyze the influence of Ifan Seventeen's leadership and fan support on the sustainability of the Seventeen Band's music business after the Sunda Strait tsunami tragedy in 2018. The results of the study show that Ifan Seventeen's leadership has a positive and significant effect on the sustainability of the Seventeen Band's music business. The ability to make decisions, build effective communication, and adapt to changes in the music industry environment is an important factor in maintaining the existence of a band. In addition, fan

support has also proven to have a positive and significant effect on the sustainability of the Seventeen Band's music business. Active engagement and fan loyalty not only provide emotional support, but also help maintain popularity, expand promotion, and support musical activities through various digital platforms. Simultaneously, Ifan Seventeen's leadership and fan support have a positive and significant influence on the sustainability of the Seventeen Band's music business. These findings show that the survival of a music group is not only determined by the quality of internal leadership, but also by the strong relationships built with the community of fans. This research implies that music industry players need to develop strategies that focus on strengthening leadership capacity, effective communication, and increasing fan engagement through digital media to create better business sustainability and be able to face various challenges in the future.

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