Application of The Situasional Leadership Style in PT. Bank Negara Indonesia (PERSERO) TBK, Mattoangin Branch Office Makassar

Andi Lisna B[1], Haedar Akib[2], Jamaluddin[3], Andi Caesar To Taddampali[4], Nurfadillah Guntur[5]

Program Studi Ilmu Administrasi Bisnis, Fakultas Ilmu Sosial
Universitas Negeri Makassar[1,2,3,4,5]
Andilisnab178@gmail.com

ABSTRACT

It is impossible to manage organizational members with different personalities, backgrounds, levels of willingness and abilities by using only a single leadership. Therefore, facing different situations or levels of employee maturity requires different leadership styles. This study aims to determine the Situational Leadership Style applied PT. Bank Negara Indonesia (Persero) Tbk, Mattoangin Branch Office Makassar, in terms of the dimensions of Telling Style, Selling Style, Participating Style and Delegating Style. The research method used is a descriptive research method with quantitative approaches. The data collection techniques used were questionnaires / questionnaire, structured interviews, direct observation and documents. The sampling technique used nonprobability sampling with saturated sampling (census) as many as 42 employees. Respondents' answers were analyzed using descriptive analysis through frequency distribution and percentage. The results of this study indicate that the application of a Situational Leadership Style which consists of four dimensions, namely the Telling Style is quite good and has a percentage of 77.30 %. Selling Style is good and has a percentage of 84.32%. Participating Style is very good and has a percentage of 85, 95%. Meanwhile, Delegating Style is good and has a percentage of 80.00%.

Keywords: Situational Leadership Style

INTRODUCTION

Leadership in every organization has an important role in achieving the goals desired by the organization. It takes the role of a leader to be able to direct the work behavior of his subordinates. The success or failure of an organization is largely determined by the existing leadership. This is an expression that says the leader is responsible for carrying out a job. It is also what positions a leader in an important position in an organization. According to Stoner in Sumardianti (2016) defines leadership in the managerial aspect of an institution / organization as the process of directing and influencing activities related to the duties of group members. According to

Yukl in Wibowo (2016) Leadership is a process of influencing others to understand and agree on what needs to be done and how to do it, and the process of facilitating individual and collective efforts to accomplish common goals. In this definition includes efforts not only to influence and facilitate the present work of the group or organization, but also to ensure that they are prepared for future challenges.

The main strategy in leadership is the leader's ability to function as a member of the organization. According to Kartono (2016), leadership primarily has a function as a driving force / dynamist and coordinator of human resources, natural resources, all funds and facilities prepared by a group of organized people. Furthermore, according to Rivai, et al (2017) operationally it can be divided into five main functions of leadership, namely the Instruction Function, the Consultation Function, the Participation Function, the Delegation Function, and the Control Function. The next strategy is employee training but training is not carried out periodically due to limited budget which causes limited training time as well,Zainal dkk (2020).

The birth of various leadership theories that try to provide an overview of the development and understanding of leadership to make the organization effective in achieving its goals. So that there are various main leadership theory approaches written by Nawawi (2006), including: Great Man Theory and Big Bang Theory, Trait theories, Behavior theories, Contingency theories or situational theories (situational theories). Furthermore, Terry (Kartono, 2009) put forward theories about leadership, including: Autocratic Theory, Psychological Theory, Sociological Theory, Supportive Theory, Laissez Faire Theory, Personal Behavior Theory, Traits of Great Man , Situation Theory, Humanistic / Populastic Theory . According to Rivai, et al (2014), leadership theory in general includes; "Theory of traits, Behavioral Personality Theory, and Situational Leadership Theory".

Style is a habit that is inherent in a person in carrying out his leadership duties. According to Stoner in Pasalong (2013) says that the style of leadership are patterns of behavior that are favored by leaders in the process of directing and influencing workers. Thoha in Sumardianti (2016) states that leadership style is a behavior norm used by a person when that person tries to influence the behavior of others.

Situational leadership theory is based on the assumption that in order to be effective a leader must be able to change his behavior according to the characteristics of his followers and the environmental situation in which leadership takes place. According to Rivai, et al (2016) Situational Leadership is an approach to leadership which states that all leadership depends on circumstances or situations. Hersey & Blanchard in Wirawan (2014) situational leadership is also based on the mutual influence between the leadership behavior he implements, a number of emotional supports he provides, and the maturity level of his subordinates. Tjiptono in Pasalong (2013) states that there is no single leadership style that is right for every leader in all conditions. Therefore, the situational leadership style will apply a certain

style based on the consideration of factors such as leaders, followers, and situations in the sense of task structure. According to Hersey & Blanchard in Wirawan (2014) there are four types of Situational Leadership Styles, namely: Telling leadership style. The characteristics of this leadership style are that the task behavior is above average while the relationship behavior is below average. Selling leadership style. Selling leadership style is formed from task behavior and relationship behavior that is above average. The leadership style of participation (Participating). This leadership style has the characteristics of above average relationship behavior and below average task behavior. Delegating leadership style. In the leadership style, delegating task behavior and relationship behavior are below average.

Based on the description above, the problem of leadership is interesting to study because the role given by a leader greatly impacts the work productivity of his subordinates. So the researchers determined the object of research at PT. Bank Negara Indonesia (Persero) Tbk, Mattoangin Branch Office Makassar. PT Bank Negara Indonesia (Persero) Tbk, which is one of the leading providers of banking services in Indonesia with the vision of becoming the leading bank, prominent and leading in service performance. With the management of organizational members who have different personalities, backgrounds, levels of willingness and abilities, it is impossible to do it with just a single leadership. Therefore, facing different situations or maturity levels of employees requires different leadership styles. To determine the implementation of the appropriate leadership style at the appropriate employee maturity level, researchers refer to the theory of situational leadership styles from Hersey and Blanchard. Hersey and Blanchard's situaional leadership style is a situational leadership style theory that combines the leadership process with existing situations and conditions. This very dynamic model not only helps the leader to determine the appropriate leadership style, but also provides input on how and when the right time to change his leadership style (Wirawan, 2014).

Hersey and Blanchard identified four leadership behaviors, ranging from highly directive to highly giving their subordinates complete freedom and trust, which are a combination of directing behavior and supportive behavior. The four leadership styles are the Telling Style or explanation style where the behavior of the leader shows a lot of instruction and little support for his subordinates, the Selling Style or selling / supporting style where the leader directs a lot of his subordinates and provides a lot of support, the Participating Style or the leader's participation style emphasizes the amount of giving support and a little in directing subordinates, and the Delegating Style or leadership style of delegation provides little support and little direction (Wirawan, 2014). These four leadership styles are based on the level of readiness and maturity pointing to the level of willingness and ability of organizational members as subordinates to accept and complete their duties and responsibilities. In essence, the theory of behavior or situational leadership style from Hersey and Blancard emphasizes choosing the right leadership style to deal with certain situations and the level of

maturity or development of the subordinates they lead. The theory recognizes the importance of followers and builds on the logic that leaders can cultivate the abilities and motivational limits of employees.

From the background that has been stated above, one method to increase work effectiveness as a leader for employees is to apply a situational leadership approach. Therefore, the purpose of this study is to determine how the Application of Situational Leadership PT. Bank Negara Indonesia (Persero) Tbk, Mattoangin Branch Office Makassar.

METHOD

The design used in this research is descriptive research with quantitative approaches. The population that is the target of this research is the employees of PT. Bank Negara Indonesia (Persero) Tbk, Mattoangin Branch Office Makassar, amounting to 43 people with the sampling technique using nonprobability sampling with saturated sampling (census), as many as 43 employees, of whom 37 employees became respondents and 6 employees became informants. . Data collection techniques used are observation, questionnaires / questionnaires, and documentation. Observation, Doing direct observation and studying things related to research directly at PT. Bank Negara Indonesoa (Persero) Tbk Branch Office matttoangin. Sioner cake , asking questions that have been prepared in writing by distributing questionnaires and accompanied by alternative answers that will be given to respondents. Documentation, documentation is needed to strengthen research results. The data analysis technique used in this research is descriptive analysis technique through frequency distribution and percentage.

RESEARCH RESULTS AND DISCUSSION

Based on the Respondents' Answers, if it is seen from the four dimensions used, it can be concluded that the leadership style applied by the leaders at PT. Bank Negara Indonesia (Persero) Tbk, Mattoangin Branch Office Makassar tends to adopt a Participating style. This result is evidenced by the measurement of these dimensions, namely using as many as three statement items and obtaining very high approval results. In addition, the results of these data have also been analyzed by calculating the average answers based on the scoring of each answer from the respondents.
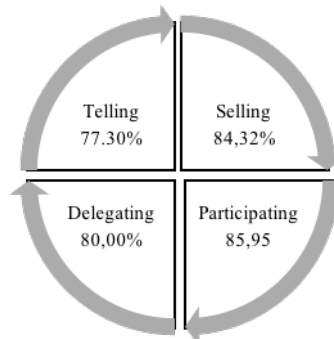
From the diagram, it can be seen that the percentage of the four dimensions used for each Telling yields a result of 7.30 %. The use of telling style shows a low level, meaning that the leader at PT. Bank Negara Indonesia (Persero) Tbk, Mattoangin Makassar Branch Office no longer notifies the task to be carried out but still provides instructions for completing the task immediately. Likewise with supervision, so supervision is not carried out directly by the branch manager but rather structurally, regular supervision is in the form of both oral and written reports. The theory put forward by Hersey and Blanchard in Wirawan (2014) which states that this style will be effective if a leader still considers that his employees are still less active in carrying out their duties so that tighter supervision is needed to be made accustomed to the rules and regulations. Procedures within the organization. However, the leader at PT. Bank Negara Indonesia (Persero) Tbk, Mattoangin Makassar Branch Office considers that employees are active in carrying out their duties, so they do not need more instructions and supervision because employees are deemed capable of doing their job well.

Selling reached 84.32%. The Selling Style dimension, shows that the leader has provided support to employees but still focuses on the tasks that must be done by employees. In this situation, the leadership has a more role in providing advice on the implementation of tasks. This is of course in line with the theory put forward by Hersey and Blanchard in Wirawan (2014) where members of the organization who have studied their duties have been given little support or encouragement to further improve their performance but have not been able to accept full responsibility. Thus, the leadership in this case the Branch Manager must try various ideas on how to carry out work more effectively and efficiently so that the motivation already owned by employees can be further improved so that the work given to him can be completed properly and correctly.

Participating is 85.95%. Participating Style dimension, shows that the leadership has tried to include / participate or empower members of the organization as subordinates, but it has not been fully implemented to all employees due to differences in the readiness and abilities of subordinates in accepting greater responsibility. Based on the theory put forward by Hersey and Blanchard in Wirawan (2014), in this condition the leadership is no longer constantly acting to direct, but always continues to include and pay attention so that subordinates can work better and assume their

responsibilities. This is of course in line with the theory put forward, because the leadership only applies it to employees who already have the ability to work but still need a lot of support from the leadership so that they can pay more attention to the tasks that have been given.

Delegating is 80.00%. The dimension of Delegating Style, shows that the leadership has not fully transferred the implementation of duties and responsibilities to subordinates due to the abilities possessed by subordinates who do not feel worthy to be given authority and responsibility, while those who have been given are only trustworthy and competent in their own fields. This is in accordance with the theory stated by Hersey and Blanchard in Wirawan (2014), that this style appears when an individual or group is at a high level of competence in relation to their work. This style is effective because followers are considered to be competent and fully motivated.

CONCLUSION

Based on the analysis and discussion that has been done, the employees of PT. Bank Negara Indonesia (Persero) Tbk, Mattoangin Branch Office Makassar, it can be concluded that: The application of the Telling leadership style has been implemented quite well by the leader, although its application is lower than the other three leadership styles. This is because each employee already knows and understands the work that must be done every day and can be done on time. However, that does not mean the leader does not tell employees about the tasks that must be done, leaders sometimes remind him. The implementation of the Selling leadership style has been well implemented by the leader where the leader, in this case the Branch Manager, when giving instructions / directions to employees to do tasks, also always supports and motivates employees and continues to provide guidance to employees if there are obstacles related to their duties so that employees can work better. The implementation of the Participating leadership style has been applied very well by the leader, the behavior of the leader, in this case the Branch Manager, has involved employees in making decisions, listens to employee opinions and the leader participates with employees in completing work. This is because the employees' understanding of the implementation of their main duties and functions is mature, so that employees who carry out their duties without having to be notified earlier from the leader the application of the Delegating leadership style has also been applied very well by the leader. Where the leader is able to free the employees in making decisions and carrying out work according to their way but still coordinating with the leader if it is beyond the authority of each unit. The delegation has been going well, where leaders delegate responsibility to their subordinates.

BIBLIOGRAPHY

Aisyah, S. (2017). *Implementasi Gaya Kepemimpinan Situasional Kepala Sekolah di Sekolah Menengah Pertama Negeri 1 Wamena Kabupaten Jayawijaya. 2*(2), 119–132.

Anthony, F., Bisnis, P. M., Manajemen, P. S., Petra, U. K., Siwalankerto, J., & Bawahan, T. K. (2019). *PT. Futurefood Wahana Industri. 7.*

Avery, G. C., & Ryan, J. (2006). *Applying Situasional Leadership In Australia.*

Fahmi, I. (2018). *Pengantar Ilmu Kepemimpinan* (Cet. Ke-1). PT. Rajagrafindo Persada.

Ivancevich, J. M., Konopaske, R., & Matteson, M. T. (2015). *Perilaku dan Manajemen Organisasi* (Jilid 2). Erlangga.

Henni Zainal, Muhammad Rakib, Andi Idham Ashar, Darmawati Manda, Andi Tenry Sose, Ignasius Setitit. (2020). Strategy of human resources development in improving performance Apparatus in the Bone Regency Regional Inspectorate. *Pinisi Business Administration Review*, *2*(1).

Henni Zainal, Muhammad Rakib, Andi Idham Ashar, Darmawati Manda, Andi Tenry Sose, I. S. (2020). Strategy of human resources development in improving performance Apparatus in the Bone Regency Regional Inspectorate. *Pinisi Business Administration Review*, *2*(1).

Zainal, H., Rakib, M., Ashar, A. I., Manda, D., Sose, T., & Setitit, I. (2020). Strategy of human resources development in improving performance Apparatus in the Bone Regency Regional Inspectorate, *2*(1), 35–44.

Kartono, K. (2009). *Pemimpin dan Kepemimpinan*. Rajawali Pers.

Kartono, K. (2016). *Pemimpin dan Kepemimpinan: Apakah Kepemimpinan Abnormal itu?* (Edisi Ke-1). Rajawali Pers.

Lukijanto, J. V., Setiawan, R., Bisnis, P. M., Manajemen, P. S., Petra, U. K., & Siwalankerto, J. (2017). *Analisis Gaya Kepemimpinan Situasional pada CV. Tri Tunggal Abadi. 5*(3), 1–6.

Nawawi, H. (2006). *Kepemimpinan Mengefektifkan Organisasi*. Gadja Mada University Press.

Nawawi, H. (2016). *Kepemimpinan mengefektifkan Organisasi*. UGM Press.

Pasalong, H. (2013). *Kepemimpinan Birokrasi* (Cet. ke-3). Alfabeta CV.

Rivai, V., Hadad, M. D., & Ramly, M. (2014). *Kepemimpinan dan Perilaku Organisasi* (Edisi Ke-4). Rajawali Pers.

Rivai, V., Hadad, M. D., & Ramly, M. (2017). *Kepemimpinan dan Perilaku Organisasi* (Cet. ke-12). PT. Rajagrafindo Persada.

Robbins, S. P., & Judge, T. A. (2008). *Perilaku Organisasi* (Edisi Ke-1). Salemba Empat.

Soekarso, I. P. (2015). *Kepemimpinan Kajian Teoritis dan Praktis*. Erlangga.

Sugiyono. (2018). *Metode Penelitian Kuantitatif, Kualitatif, R&D* (Cet. Ke-28).

Alfabeta CV.

Sumardianti. (2016). *Pengaruh Gaya Kepemimpinan Terhadap Motivasi Kerja Pegawai Pada Kantor PT. PLN (Persero) Rayon Sunggumanai. 8*(3), 6.

Vandayani, P., Kartini, D., & Azis, Y. (2015). *The Impact Of National Culture On Effectiveness Of Situational Leadership Hersey-Blanchard. 4*(07), 78–82.

Wibowo. (2018). *Kepemimpinan Pemahaman Dasar, Pandangan Konvensional, Gagasan Kontenporer* (Cet. Ke-2). PT Raja Grafindo Persada.

Wirawan. (2014). *Kepemimpinan: Teori, Psikologi, Perilaku Organisasi, Aplikasi dan Penelitian* (Cet. Ke-2). PT Raja Grafindo Persada.