

## **Application of Situational Leadership Style at PT. Bank Negara Indonesia (Persero) Tbk, Mattoangin Makassar Branch Office**

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### **ABSTRACT**

It is not possible to manage members of an organization with different personalities, backgrounds, levels of will and abilities, by using only a single leadership. Therefore, dealing with situations or different levels of employee maturity requires different leadership styles. This study aims to determine the Situational Leadership Style applied to PT. Bank Negara Indonesia (Persero) Tbk Mattoangin Makassar Branch Office, 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 a quantitative approach. The data collection techniques used were questionnaires/questionnaires, structured interviews, direct observation, and documents. The sampling technique used was non-probability sampling with saturated sampling (census) as many as 42 employees. Respondents' answers were analyzed using descriptive analysis through the distribution of frequencies and percentages. The results of this study indicate that the application of the 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, state bank, leadership*

### **INTRODUCTION**

Leadership in every organization has an important role in achieving the goals desired by the organization (Nasila & Akib, 2014; Niswaty et al., 2019; Saggaf et al., 2019). 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 it is the leader who is responsible for the execution of a job. This is also what positions a leader in a position that is

important in an organization. According to Sumardianti (2016) defines leadership in relation to managerial aspects in an institution/organization as a process of directing and influencing activities related to the tasks of group members. According to Wibowo (2018) 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. This definition includes efforts not only to influence and facilitate the current work of a group or organization, but also to ensure that it is prepared for future challenges.

The main strategy in leadership is the ability of leaders to carry out functions as members of the organization. According to Sudaryono (2014) leadership primarily has a function as a mover/dynamizer and coordinator of human resources, natural resources, all funds and facilities prepared by an organized group of people. Next according to (Rivai et al., 2017) operationally, it can be divided into five main functions of leadership, namely Instruction Function, Consultation Function, Participation Function, Delegation Function, and Control Function

The birth of various leadership theories that seek 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 approaches to leadership theory written by Nawawi (2006) among others: The Great Man Theory and the Big Bang Theory, Theories of personality traits or characteristics (trait theories), Behavioral theories (behavior theories), contingency theories or situational theories (situational theories). Next up, Terry (Kartono, 2011) put forward theories about leadership, including: Autocratic Theory, Psychological Theory, Sociological Theory, Supportive Theory, Laissez Faire Theory, Personal Behavior Theory, Traits of Great Man Theory, Situation Theory, Humanistic/Popular Theory . The theory of leadership in general according to Rivai et al.(2014) include; "Treatment Theory, Behavioral Personality Theory, and Situational Leadership Theory".

Style is a habit that is attached to a person in carrying out his leadership tasks. According to (Pasalong, 2013) said that leadership styles are various patterns of behavior favored by leaders in the process of directing and influencing employees (Sumardianti, 2016) states that leadership style is a behavioral norm used by a person when that person tries to influence the behavior of others.

Situational leadership theory is based on the assumption that 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 & Mulyadi (2012) situational Leadership is an approach to leadership which states that all leadership depends on circumstances or situations (Wirawan, 2013). Situational leadership is also based on the mutual influence between the leadership behavior he applies, the number of emotional supports he provides, and the maturity level of his subordinates. No single leadership style that is right for every leader in all conditions (Akib & Darwis, 2015; Chairil, 2017; Sukmawati et al., 2019). Therefore the situational leadership style will apply a certain style based on consideration of factors such as leaders, followers, and the situation in terms of task structure. According to Wirawan (2013) there are four types of situational leadership styles, namely: Telling leadership style. Characteristics of this leadership style is the behavior of the task is above average while the behavior of the relationship is below average. Selling leadership style. Selling leadership style is formed from above average task behavior and relationship behavior. Participating leadership style. This leadership style has the characteristics of above average relationship behavior and below average task behavior. Delegating leadership style. In Leadership style delegate 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 affects the work productivity of his subordinates. So the

researchers determined the object of research at PT. Bank Negara Indonesia (Persero) Tbk, Mattoangin Makassar Branch Office. PT Bank Negara Indonesia (Persero) Tbk is one of the leading banking service providers in Indonesia with a vision to become a superior, leading and leading bank in performance services. With the management of organizational members who are not the same in personality, background, level of willingness and ability, it is not possible to do this by using only a single leadership. Therefore, dealing with situations or different levels of employee maturity requires different leadership styles. To find out the implementation of the right leadership style at the appropriate level of employee maturity, the researcher refers to the situational leadership style theory of Hersey and Blanchard. Situational leadership style from Hersey and Blanchard is a theory of situational leadership style that combines the leadership process with existing situations and conditions. This very dynamic model not only helps leaders to determine the appropriate leadership style, but also provides input on how and when it is appropriate to change their leadership style. Situational leadership style from Hersey and Blanchard is a theory of situational leadership style that combines the leadership process with existing situations and conditions. This very dynamic model not only helps leaders to determine the appropriate leadership style, but also provides input on how and when it is appropriate to change their leadership style. Situational leadership style from Hersey and Blanchard is a theory of situational leadership style that combines the leadership process with existing situations and conditions. This very dynamic model not only helps leaders to determine the appropriate leadership style, but also provides input on how and when it is appropriate to change their leadership style (Wirawan, 2013).

Wirawan (2013) identified four leader behaviors, ranging from very directive to those that give subordinates full freedom and trust, which are a combination of directive and supportive behavior. The four leadership styles are Telling Style or an explanation style where, the leader's behavior shows a lot of instruction and little support for his subordinates, Selling Style or selling/supporting style where the leader directs a lot of his subordinates and provides a lot of support, Participating Style or the leader's participation style emphasizes the amount of giving support and little in directing subordinates, and the Delegating Style or the leader's delegation style provides little support and little direction. These four leadership styles are based on the level of readiness and maturity, which refers to the level of willingness and ability of organizational members as subordinates to accept and complete their duties and responsibilities. In essence, the behavioral theory or situational leadership style from Hersey and Blanchard emphasizes the selection of 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 limits of their employees' motivation. In essence, the behavioral theory or situational leadership style from Hersey and Blanchard emphasizes the selection of 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 limits of their employees' motivation. In essence, the behavioral theory or situational leadership style from Hersey and Blanchard emphasizes the selection of 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 limits of their employees' motivation.

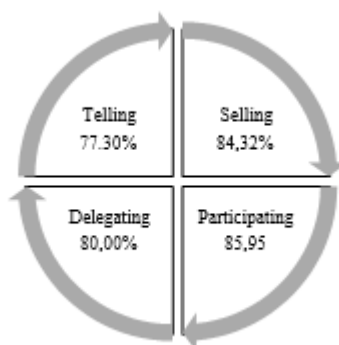
From the background that has been stated above, one method to increase work effectiveness as a leader towards employees is to apply a situational leadership approach. Therefore, the purpose of this study was to find out how the Application of Situational Leadership Style at PT. Bank Negara Indonesia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

## METHOD

The design used in this research is descriptive research with a quantitative approach. The population that is the target of this research is the employees of PT. Bank Negara Indonesia (Persero) Tbk, Mattoangi Branch Office, totaling 43 people with a sampling technique using Nonprobability sampling with saturated sampling (census) as many as 43 employees including 37 employees as respondents and 6 employees as informants. Data collection techniques carried out namely observation, distributing questionnaires, and documentation (Sugiyono, 2019). Observation, make direct observations and learn things related to research directly at PT. Bank Negara Indonesia (Persero) Tbk mattoangin Branch Office. Questionnaires, 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 (Sugiyono, 2013).

## RESULT AND DISCUSSION

Based on the respondent's answers when viewed from the four dimensions used, it can be concluded that the leadership style applied by the leader at PT. Bank Negara Indonesia (Persero) Tbk, Mattoangin Makassar Branch Office tends to apply Participating style. This result is evidenced by the measurement of these dimensions, namely using three statement items and obtaining a very high level of agreement. In addition, the results of the data have also been analyzed by calculating the average answer 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 Telling each obtained a result of 77.30%. The use of telling style shows a low level, meaning that the leader at PT. Bank Negara Indonesia (Persero) Tbk, Mattoangin Makassar Branch Office has not notified anymore about the task to be carried out but continues to provide instructions so that the completion of the task is immediately completed. Likewise with supervision, so supervision is not carried out directly by branch leaders but structurally, supervision is usually in the form of reports both verbally and in writing. The theory proposed by (Wirawan, 2013) who said that this style would be effectively used if a leader still considered that his employees were still less active in carrying out their duties so that stricter supervision was needed to be familiar with the rules and procedures within the organization. But the leader at PT. Bank Negara Indonesia (Persero) Tbk, Mattoangin Makassar Branch Office already considers that its employees are already active in carrying out their duties, so there is no need for more instructions and supervision because employees are considered capable of doing their job well.

Selling reached 84.32%. 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 leader plays more of a role in providing advice regarding the implementation of tasks. This, of course, is in line with the theory proposed (Wirawan, 2013) where organizational members who have learned 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 that is 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%. The Participating Style dimension shows that the leadership has tried to include/participate or utilize organizational members as subordinates, but it has not been fully implemented to all employees due to differences in the readiness and ability of subordinates to accept greater responsibility. Based on the theory proposed by (Wirawan, 2013) In this condition, the leader is no longer continuously 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 they can pay more attention to the tasks that have been given.

Delegating by 80.00%. The Delegating Style dimension shows that the leader has not fully transferred the implementation of duties and responsibilities to subordinates due to the abilities of subordinates who are deemed not worthy of being given authority and responsibility, while those who have been given only those who can be trusted and are competent in their own fields. This is in accordance with the theory said by (Wirawan, 2013), that this style arises when individuals or groups are at a high level of competence in relation to their work. This style is effective because followers are considered 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 Makassar Branch Office, it can be concluded that: The implementation of the Telling leadership style has been implemented quite well by the leader, however, its implementation 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

completed on time. But that doesn't mean the leader doesn't tell employees about the tasks that must be done, the leader sometimes reminds. The implementation of the Selling leadership style has been implemented well by the leader where the leader in this case the Branch Manager when giving instructions/directions to employees to do tasks, also always increase support and motivate employees and continue to provide guidance to employees if there are obstacles related to their duties so that employees can work better. The application of the Participating leadership style has been implemented very well by the leader, the behavior of the leader in this case the Branch Manager, has involved employees in decision making, listened to the opinions of employees and the leader participated with employees in completing the work. This is because the employee's understanding of the implementation of their main duties and responsibilities is mature, so that employees carry out their duties without having to be notified earlier than the leader. The application of the Delegating leadership style has also been applied well by the leaders. Where is the leader, has been able to free up employees in making decisions and carrying out work according to their method but still coordinating with leaders if it is outside the authority of each unit. The delegation that has been carried out has gone well where the leader delegates responsibility to his subordinates.

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