

SITUATIONAL LEADERSHIP

Leadership Maturity: Managing People to Perform and Building Commitments

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ABSTRACT: Situational Leadership focuses on an individual's ability to identify and then select work team strategies that, in their opinion, are most effective when applied to each unique situation or task. Hersey and Blanchard also stated in their book Edgar H. Schein stated that a successful manager must have a good diagnostician who can assess the patient's emotional state. If a person's behavior and characteristics vary greatly, then he or she must have a high level of sensitivity and diagnostic ability in order to recognize and understand the behavior in question. But even with strong diagnostic abilities, managers frequently lack effectiveness unless they can modify their management approach to better suit the demands of their surroundings. Like Hersey and Blanchard, heads of state must have the personal integrity and skills necessary to adapt to situations. If the needs and motive background are different, then it is necessary to do it in a different way. Situational emulation is based on the following: The degree of relationship behaviors (or socio-emotional support) and task behaviors (or guidance and direction) that the leadership provides, the degree of obedience participants saw in completing particular duties, obligations, or objectives. The influence of situational leadership is felt in the team leader's interactions with team members. Participant safety is paramount in every situation. Not only because they individually like and respect the leader, but also because as a group they are very aware of the personal power that the leader has. The goal of this study is to ascertain how situational leadership is applied at the Branch Office of the Cabang Dinas Pendidikan Wilayah VIII Mentawai Islands Regency to motivate employees to work and foster a work-commitment culture. This study uses a case study as its foundation. In this study, methods for gathering data included interviewing, documenting, and participatory observation. Utilizing source triangulation techniques, data was processed. The study's conclusions indicate that 1) The maturity of members is the basis for leaders in taking managerial action and decision making. 2) The maturity of leaders in leading also influences the maturity of members. 3) Mature leaders are able to manage the maturity of their members so that they have good performance, 4) Mature leaders are also able to build the maturity of their members so that they have strong work commitment.

Keywords: Situational Leadership, Leader Maturity, Follower maturity, Good Performance and Strong Commitment

1. INTRODUCTION

New methods of thinking have been introduced by leadership techniques and theories, which can assist researchers in deciding which circumstances to focus on when they are studying problematic

regions [1]. Various kinds of research have been carried out on leadership, resulting in theories to improve the quality of leaders and the organizations they lead. The following is a preview of leadership as outlined in the performance below :

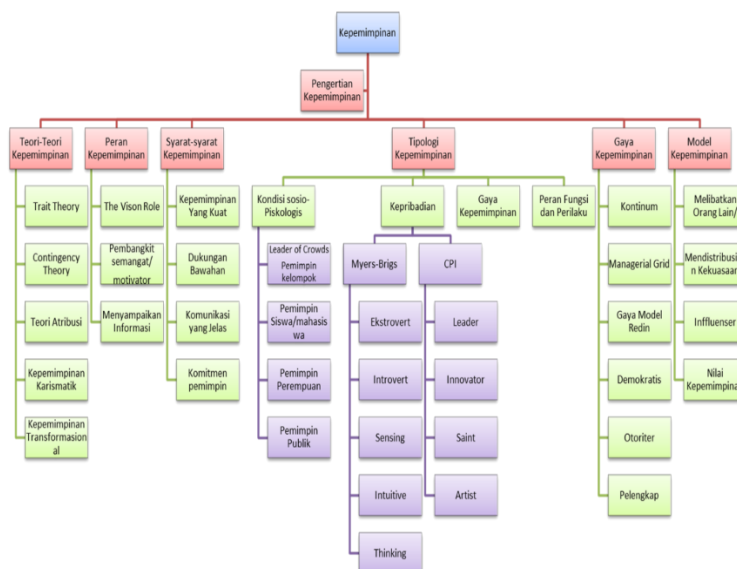


Fig 1. Leadership Theory Concept Map

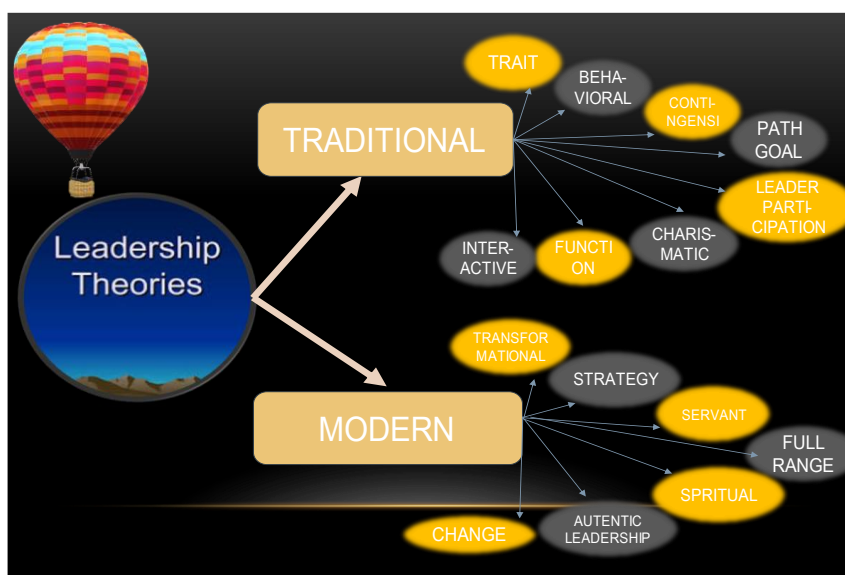


Fig 2. Leadership Theory Concept Map

A leader who consistently recognizes and assesses conditions that are changing and adapts to those changes is considered effective. Addressing subordinates in accordance with the circumstances, taking into account any preparedness pertaining to infrastructure or personnel. In reality, a leader requires guidance, mentorship, encouragement, and partnership in business.

Hersey and Blanchard contend that in order to change their own behavior, leaders need to possess

a wide variety of skills and personal flexibility. Subordinates must be handled differently if their goals and requirements differ from one another. He refers to this state as situational leadership. Relationships between the leader's amount of task-oriented guidance and direction and their level of socioemotional support (relationship-oriented conduct) are the foundation of situational leadership. Additionally:

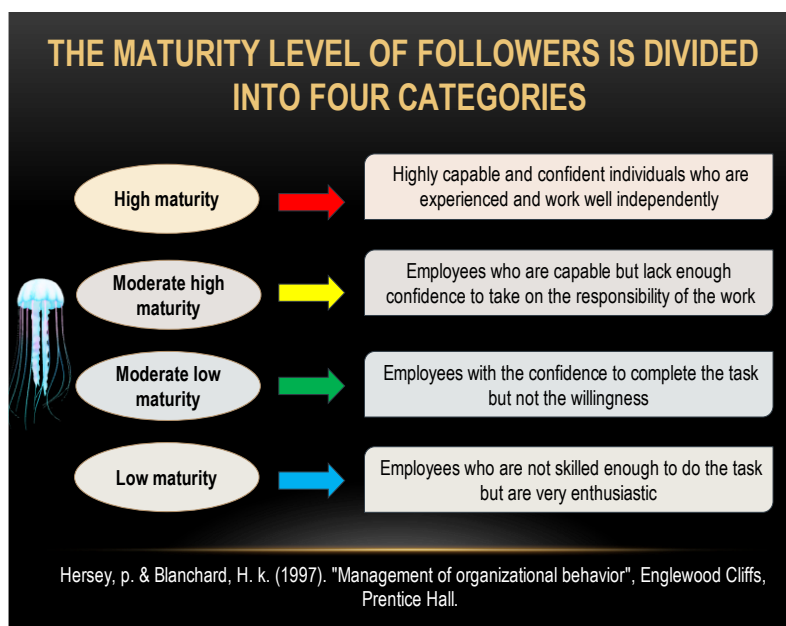


Fig 3. Maturity Level of Organizational Members

Before we look at the application of the Situational Leadership model, the important thing that we must understand is that the leadership style used by leaders in empowering the potential and maturity of followers, the main objective is so that subordinates are able to have work behavior that results in optimal performance and are also committed to the work given so that they also have commitment. towards the organization.

Work behavior is defined as the extent to which a leader is involved in outlining individual or group duties and responsibilities. This behavior also orders what to do, how to do it, when to do it, where to do it and who will do it. Work behavior is characterized by one-way communication from the leader to the followers.

Commitment is a psychological state that characterizes an employee's relationship with the organization, and has implications for the decision to continue or terminate membership in the organization according to [2]. Meanwhile, according to [3], in general, work commitment involves an individual's attachment to their work. Work commitment is a variable that reflects the degree of relationship that an individual is considered to have towards a particular job in the organization. [4] suggests that work commitment reflects an individual's level of identification and involvement in their work and their unwillingness to leave that job. [5] defines work commitment as the force that binds individuals to take action towards one or several organizational goals. Meanwhile, [6] said that individuals are committed to taking action.

The West Sumatra Governor's Regulation Number 28 of 2023 served as the foundation for the

formation of the Education Service Branch, a regional apparatus organization. Part of the Department's responsibilities is to be assisted by the Region VIII Education Service Branch. Similar to Creating operational technical plans, guidance, control, and implementation of educational sub-affairs for high schools and special schools in the working area; creating operational technical implementation, guidance, control, and implementation of educational sub-affairs for high schools and special schools in the region; creating materials for policy formulation concerning teachers and education personnel for high schools and special schools, including data collection, mapping, structuring, and improvement qualifications, competency enhancement, certification, development career, improving welfare, and giving awards, preparing coaching, controlling, implementing and assessment of the High School and Outer School curriculum Normal in the work area; prepare coordination and supervision of fulfillment High School and Outer School infrastructure Normal in the work area; Carrying out data collection and student development and development of character education in high school and Special Schools in the working area; collect data on the fulfillment of energy needs high school and school educators and education Outstanding in its area of work; carry out training for Teachers and Staff Education, principal and supervisor of Secondary SchoolsUpper and Special Schools; carry out assessments of employee work performance in the environment High School and High School Teachers and Education Personnel Extraordinary school; prepare evaluations and

reports in the field of development, control and implementation of school education sub-affairs High School and Special Schools in the working area; And carry out other official duties assigned by leader.

The governor's regulations state that we must perform a great deal of work. The amount of Human Resources that will be employed in it should likewise be closely correlated with the volume of labor. A high volume of work requires the best possible human resource management. It is the leader's duty to maximize the resources already in place in order to empower them. Even if there is no optimal solution to the problem of staff shortages, the staff members must at the very least be more committed and perform well in order to create an optimal organization that meets the objectives of the establishment and fulfills the primary purpose of

2. METHODS

This study employs a qualitative methodology that starts with issues that arise within an organization, sometimes referred to as a case study. The Mentawai Islands district's Regional VIII Education Service Branch office is where the research was conducted. Information sources for this study include branch heads, heads of administrative divisions, section heads, heads of functional position groups, general functionals, other honorary people assigned to general administration roles, IT operators, and staff in charge of cleaning and security. From March to May of 2024, a three-month period, this study was conducted. Participatory observation, document gathering, and interviewing methods were used in the data collection process. Triangulation of data was the method used to process the study data.

3. RESULTS AND DISCUSSION

A responsible leader may help group members develop their maturity so they will have a strong work ethic. Leaders use this maturity as the foundation for decision-making and management activities. The study's findings demonstrate the low level of work dedication among staff members in the Region VIII Education Service Branch as a result of leaders' lack of instruction on appropriate work behavior and office bearers' and task executors' lack of competence with regard to their particular TUPOKSI. After performing observations, interviews, and document data collection, it was discovered that staff members allocated to certain sections lacked a thorough understanding of educational rules, management techniques, and problem-solving strategies since their backgrounds

creating Service Branches to expedite the provision of educational services.

Poor work commitment stemmed from poor competence, which in turn led to low performance, which prevented the organization from operating at its best. These issues were encountered and recognized at the Region VIII Education Service Branch. In OPD, one of the problematic factors is that Human Resources Management is not based on skill competency, which causes the division of main tasks and functions to become blurred; the bureaucratic hierarchy is unclear, causing members to work in accordance with their main tasks and functions; work is piled on capable individuals, relying on them to perform tasks that are not their responsibility; the accumulation of work leads to work stress, which lowers work motivation and even tends to.

were not similar to. The problem findings and solutions offered which are then implemented are assumed to be able to improve the quality of human resources in the Education Office Branch which manages Education. Talking about the ability to manage education must of course be done by people who are competent in education. Even though this can be trained and directed, basic knowledge and experience in educational practice are certainly the main capital as competency in managing education. Because of this, managing organizational human resources requires placing the appropriate people in the right positions at the right times. "The Merit System is the policy and management of ASN which is based on qualifications, competencies and performance in a fair and reasonable manner without distinguishing between political background, race, skin color, religion, origin, gender, marital status, age, or disability condition," reads Law No. 5 of 2014 concerning ASN, Article 1, Paragraph 22. positioning a person without the necessary credentials, is not capable of functioning, and is obviously in violation of this ASN.

Selecting and assigning individuals who are genuinely qualified, competent, and perform well—rather than based on other interests—is the way to solve this issue and prevent mistakes in the administration of the educational system. The office holder must assign someone who is truly competent, place him in the right place at the right time, and help the Regional Education Office Branch VIII Mentawai Islands Regency realize its vision and mission in order to improve low work commitment into high work commitment due to lack of competence. If this is the case, though, the highest ranking official in the organization—the head of the service branch—will need to take the lead in

reversing the current circumstances. Service branch leaders need to possess a high

3.1 Leader maturity in leading also influences the maturity of members so that it influences performance

A number of things contribute to a leader's maturity, such as encouraging subordinates to do their best work, fostering trust among team leaders, and making sure everyone is moving in the right direction—up the success ladder [7]. The study's findings indicate that immature leadership contributes to the low work ethic of employees in the Region VIII Education Service Branch, which in turn affects the organization's performance. [8] performance is said to be high if a work target can be completed at the right time or does not exceed the time limit provided." If something is finished later than the allotted time or not at all, performance suffers.

Mature leaders are unable to gauge and adjust to their followers' levels of maturity. in order for the primary tasks and functions to become skewed and for work behavior to become non-task-directed. Due

3.2 A mature leader is able to manage the maturity of his members so that they have good performance

A mature leader is able and willing to manage the maturity of his members. However, if mature members are managed by immature leaders, chaos in the organization cannot be avoided. [10-13] there are a number of signs that someone lacks maturity, such as projecting an air of indifference toward the opinions of coworkers, refusing to listen to others and sticking to one's own beliefs, and impeding the growth of subordinates by preventing them from discussing novel concepts or recommendations. When faced with difficulties at work, you often depend on feelings rather than logic and information; you don't care what other people think of him; and you make mistakes in delivery and

4. CONCLUSION

It is clear from the explanation of the maturity required of a leader in managing an organization and managing maturity at the Regional VIII Education Service Branch that a lack of commitment stems from a lack of capabilities and a lack of firmness from leaders in terms of clear work behavior. Poor work ethic leads to poor performance, which leads to organizational collapse. In order to address this issue, organizational leaders must diagnose each person, group, and organization, choose individuals who are genuinely competent, possess psychological

to the insufficient expertise of the TUPOKSI, the job conducted was not ideal and took a considerable amount of time. Work piles up on people who are deemed capable, leading to them being relied upon to complete work that is not their responsibility. Human resource management is not based on skill competency, which causes the division of main tasks and functions to become blurred. The bureaucratic hierarchy is also unclear, leading to people working in accordance with their main tasks and functions. The result of this issue is that leaders in the Region VIII Education Office Branch are unable to fulfill their primary responsibilities, which leads to a lack of dedication to their work and subpar performance. "Performance is the result of work achieved by a person in carrying out the tasks assigned to him based on skill, experience, seriousness, and time," [9]. How can one operate in an organization that satisfies criteria if one is no longer competent? Locating experts in their fields is the first step in solving this issue. Rearranging staff is the greatest way to accomplish corporate objectives

communication that can lead to conflict and mistakes in the workplace.

Some of these indicators were found in the leadership in the Region VIII Education Branch, so that various problems arose. Conflict cannot be avoided and even disrupts the performance of subordinates, where subordinates become undisciplined, do not carry out their duties and certainly do not have the performance and work results that are desired as the organization's goals. The solution is, leaders must increase their personal competence, increase their personal competence so that they gain maturity in leading an educational organization.

maturity, and be able to perform the tasks. Implement a staff reorganization to enable the attainment of organizational objectives. In order to ensure that human resources management is in line with the needs of the business, conduct training, participate in a variety of activities. As a result, employees will be more committed to their work, be willing to put in more effort, and, of course, will have a high level of organizational commitment.

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