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Situational Leadership Style of Regional Finance and Assets Agency in the Office of the Governor of South Sulawesi

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ABSTRACT

This study aims to find out about the overview of the implementation in the implementation of the situational leadership style of the Regional Finance and Assets Agency in the Office of the Governor of South Sulawesi. This research is qualitative, therefore, to achieve the research objectives, data collection techniques are used, namely observation, interviews and documentation. There are 5 informants, namely employees of the Regional Finance and Assets Agency. Based on the results of this study, the implementation of situational leadership style in the application of regional financial and asset agencies in the South Sulawesi Governor's Office has been successfully implemented. This can be seen from several things, such as providing direction in the implementation of work activities, inspiring subordinates to be innovative in completing tasks, and providing solutions for subordinates who experience an inability to work productively. Furthermore, there are indicators in supporting this leadership style, such as providing space for subordinates to voice their opinions, providing the necessary support, and providing motivation so that the performance of subordinates is getting better. In addition, the indicator involves subordinates in decision-making, listens to their ideas and ideas, and involves them in the decision-making process. This leadership style also involves the indicator of delegating authority to subordinates and giving them the freedom to express their opinions.

Keywords: style, leadership, work environment

INTRODUCTION

The success of an organization in achieving its goals and objectives is greatly influenced by the leadership style applied. Leadership refers to a leader's approach in directing his team members so that their performance can be optimal, while creating a conducive work environment. It aims to encourage the development and progress of the organization.

Leadership is a skill of influencing and guiding others to be willing to work together to realize organizational goals, leadership can also be interpreted as a way of influencing individuals (Bakker et al., 2023; Lee et al., 2023; Rahman, 2019). In a group or organization without a leader will not be able to achieve the goals that have been set predetermined in the organization and be able to develop strategies with his power to change the mindset of his subordinates in accordance with the goals of the group or organization, (Jamaluddin et al., 2017; Saputro, 2023; Sarwoto, 1991). A leader is a figure who is basically heard or influential, to improve his skills and abilities, a leader must be able to move, invite, direct and supervise members of his organization and apply how the leadership style is said to be in accordance with the conditions in the organizational environment, (Abbas & Daniel, 2019; Rifdan et al., 2022).

The success of an organization is reflected in the achievement of the goals and objectives set by the leader and the leadership style he implements. Leadership style refers to the method used by a leader to influence the behavior of members of a group or organization in achieving a common goal, (Deng et al., 2023; Ogaba & Abado, 2021). Therefore, leaders want to ensure the

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effectiveness of their leadership by applying contingency theory. This theory emphasizes the importance of choosing an appropriate leadership style based on the interaction between external and internal factors. The situational or contingency approach seeks to find a balance between the view that considers management principles to be general, emphasizing that every organization is unique and has diverse circumstances, so it requires a different leadership approach. Leaders need to evaluate the level of readiness or maturity of their followers appropriately and then apply a leadership style that matches that level of readiness.

Situational leadership style is very interesting in the development of the times like now, so because this leadership style will continue to adapt to the situation in a group or organization and is flexible in nature, it can adapt and adjust to the understanding of a group or organization and the work environment itself, (Rajamemang et al., 2019; Suprianto & Nasrullah, 2023).

The situational approach emphasizes the importance of a leader's personal characteristics and the situational context around him, which helps in formulating effective behavioral guidelines (Darwis et al., 2018; Rabarison et al., 2013; Thompson & Vecchio, 2009). This approach combines personality and situational factors that affect leadership. In addition, this approach also highlights the importance of contextual factors in influencing the leadership process. Given that in the world of work, a leader in managing employees is often influenced by the circumstances or situations that occur, depending on the situation that has been undertaken. So, it is hoped that they can find out the problems that exist about the leadership style that has been applied. Based on initial observations at the Regional Finance and Assets Agency at the South Sulawesi Governor's Office, it was found that leaders several times gave responsibility to their subordinates freely and entrusted tasks to their subordinates without giving directions in completing their work. From these problems, some subordinates do not understand their duties so that the results of their work are not optimal

METHOD

This study uses a qualitative type of research using a descriptive approach. (Suprianto, 2024) states that qualitative research methods are rooted in the philosophy of postpositivism and are applied to study the natural condition of objects. This study focuses on the leadership style in the Regional Finance and Assets Agency of the South Sulawesi Governor's Office, using indicators presented by Wolor et al. (2021), namely 1) notifying; 2) peddling; 3) participate; and 4) delegate. With proper implementation, it is hoped that the situational leadership style can be applied in the Regional Finance and Assets Agency of the South Sulawesi Governor's Office. Data collection techniques are used observation, documentation, and interviews. Meanwhile, the data analysis techniques used Miles et, al.: data reduction, data presentation and conclusion drawing (Sugiyono, 2022).

RESULT AND DISCUSSION

This study presents relevant data in accordance with the predetermined goals by using interview and observation techniques. The focus of this research is to understand the implementation of situational leadership styles in the Regional Finance and Assets Agency, South Sulawesi Governor's Office. To get data validation, four leadership styles are used: informing, peddling, participating, and delegating, (Wolor et al., 2021) which can be described as follows:

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To inform

The concept of notification indicators means that a leader gives specific instructions or directions related to the roles and objectives of his subordinates, as well as carefully supervises the implementation of tasks in accordance with the responsibilities of each subordinate. Based on the results of the research, the Regional Finance and Assets Agency (BKAD) has notified or given clear instructions in accordance with the conditions, such as giving directions for work activities before giving tasks to employees, providing innovative or ways to complete work, and providing solutions to employees if there are employees who are lazy while working. However, according to the informant, namely the employee who has been interviewed, said that the need for an award system for employees who have been highly dedicated to BKAD in order to be able to motivate employees to work enthusiastically. However, with these problems, it can be overcome by communicating between BKAD leaders and employees so that they can be better in the future in solving problems.

The concept of performance indicators ensures that leaders provide clear instructions or directions regarding the roles and goals of their subordinates, and closely supervise the implementation of tasks according to their responsibilities. A leader's leadership style can transfer values such as direction, support, motivation, tolerance to risk, and change criteria to employees to (AlNuaimi et al., 2022; Lee et al., 2023; Said, 2022; Suprianto & Nasrullah, 2023). On the other hand, this forms a subjective perception of the basic values that exist in the organization, in accordance with the values that the leader wants to convey through his leadership style. Meanwhile, according to Winarsih (2018) that leadership style informs can be interpreted as a leader's way of organizing, directing, and guiding subordinates to achieve organizational goals". Further according to Irawaty (2021) said that the style of informing in improving employee performance can be assessed from giving instructions from the leader, whether a leader is able to guide his subordinates to achieve organizational goals. As well as providing innovative solutions to the problems that will be faced. Based on the results of the research from the results of the interviews, the leadership in informing instructions to subordinates, namely employees of regional financial and asset agencies is quite good. However, employees provide input regarding the provision of rewards that have been highly dedicated or who have achieved satisfactory results in order to motivate employees to work enthusiastically.

Peddling

An office that implements an open communication pattern is interpreted as a form of leadership that gives employees the flexibility to share information. In addition, the leadership also provides opportunities for subordinates to express opinions and suggestions, which are then considered in decision-making. Based on the results of the research, it is concluded that the Regional Finance and Assets Agency has been good enough in providing opportunities for its employees to express their opinions regarding the duties and responsibilities given. When employees receive directions from the leadership, they are not limited in communicating again if they encounter obstacles at work. Employees are also given support such as providing motivation both personally and in forums and spaces to develop employee potential through annual training and competitions. However, according to the informant, namely the employees who have been interviewed, they will provide input in the future to the leadership regarding the assignment of tasks that must be emphasized to all employees to work together for maximum results. However, with this problem, it can be overcome by communicating between leaders and employees so that regional financial agencies and assets can be better in the future.

Leadership style Exploring is a strategy in which a leader affirms the role of subordinates and gives them the opportunity to express their opinions (Darwis et al., 2023; Fatmawada, 2017).

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Laha et al (2021) Explain that this style involves leaders in communicating decisions that have been made and giving subordinates the opportunity to understand them. In this context, each leader directs and supervises subordinates in completing their tasks. The leadership style of a leader is able to maintain the comfort of his subordinates in the work environment by providing direction to the efforts of each subordinate in achieving organizational goals (Arhas & Isgunandar, 2024; Saleh & Arhas, 2024). Leadership includes the practice of selling or transferring tasks that should be completed to the individuals responsible for them. This approach emphasizes the individual's willingness rather than forcing them to take on specific responsibilities (Saggaf et al., 2019; Sukmawati et al., 2019; Yusuf et al., 2021). From the results of research conducted in peddling indicators such as leaders providing clear directions, providing opportunities to explain the opinions of subordinates, and encouraging them to complete their tasks have been done well. However, leaders need to be stricter with employees who are not on time in completing their tasks so that other employees do not feel the impact of that person.

Include

Leadership basically focuses on the humanitarian aspect and provides efficient direction to subordinates. Every individual in an organization is recognized and appreciated for its existence and role in advancing and developing the organization. The results of the study show that what is done by the leaders of regional financial and asset agencies in involving their employees has been carried out as it should, such as involving employees in decision-making and listening to employee opinions when giving ideas or ideas. It's just that there is a need for more intense discussions to further develop regional financial institutions and assets through innovative policies.

In the indicators of participation, the focus is given on providing support and direction. Leaders and team members work together in decision-making, share ideas or ideas, and support each other to achieve their goals. The leadership style known as participatory is when a leader involves his subordinates in the decision-making process and organizational policy. (Meyer et al., 2024; Niswaty et al., 2019) In this regard, Cheng et al. (2023) revealed that an effective leadership style is one that involves the participation of subordinates in decision-making. Thus, every employee will carry out their duties voluntarily and enthusiastically, so that they are able to provide optimal results. The concept of delegated leadership style, which involves giving direction when needed, handing over responsibility to subordinates to complete tasks, and paying attention to the high level of maturity of subordinates, so that subordinates can complete tasks optimally. Based on the results of research at the regional finance and assets agency of the South Sulawesi Governor's Office on situational leadership styles with indicators of inclusion is optimal in accordance with their duties. The leadership has involved employees in decision-making that is usually carried out at meetings and outside meetings and is willing to listen to ideas or ideas given by subordinates. Because by including subordinates will have a positive impact on work results. It's just that there is a need for more intense discussions to further develop regional financial institutions and assets through innovative policies.

Delegating

Leadership has a very important role in harmonizing various needs and creating a conducive work environment. Based on the results of the research, it was concluded that the leadership of the regional finance and assets agency had delegated authority to employees. This delegation includes the main tasks listed in the organizational structure, as well as certain authorities given according to the situation faced during the implementation of activities. This delegation basically has a positive impact because of its flexible and helpful nature. However,

there are obstacles when the freedom in determining tasks is not in accordance with their respective work duties, which ultimately hinders the work process and reduces the results achieved.

Delegation by the leadership includes assigning responsibilities to subordinates when the leader is not present and giving them the authority to make decisions if necessary. Style of delegation involves teamwork, where the leader actively coordinates the tasks of subordinates to supervision at the lower levels (Mirzal & Ninglasari, 2021; Wolor et al., 2021). Almost the same thing is also explained by Thompson & Vecchio (2009) explained that "in the form of delegation, the leader discusses problems with subordinates until an agreement is reached to delegate tasks". Subordinates are given control to decide how to carry out the task. Based on the results of research at the regional finance and assets agency of the South Sulawesi Governor's Office on situational leadership style with delegating indicators applied by the leadership is quite good in accordance with its function. So in delegating, the leadership has given authority to his subordinates to determine their duties. It's just that with the granting of this authority, the leadership does not pay attention to their respective responsibilities, resulting in obstacles that result in hampering the work process in the financial and regional asset agencies

CONCLUSION

Based on the results of research and discussion on the situational leadership style of the Regional Finance and Assets Agency in the South Sulawesi Governor's Office, it can be concluded that the implementation of the leadership style that has been carried out in achieving the vision and mission of the Regional Finance and Assets Agency is by informing directions in completing work, communicating the needs of subordinates and helping to solve work problems. And also peddling by giving opportunities to subordinates to have an opinion and always encouraging subordinates to complete their tasks. As well as involving subordinates in decision-making. In addition, the leader also delegates work to subordinates and gives full responsibility to subordinates to complete their work.

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