

Effectiveness of Situational Leadership Director of Fajar TV Makassar, Indonesia

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Abstract—This study aims to determine the effectiveness of situational leadership of the Director of Fajar TV Makassar. To achieve this goal, the researcher determined five informants with the type of research and the approach used was descriptive qualitative. Data collection through interview, observation and documentation techniques. The results showed that, the leaders of Fajar TV had implemented situational leadership well, with the involvement of leaders in determining and assigning tasks to employees already running optimally, applying good relations behavior to employees, and leadership attitudes in responding to the followers' readiness effectively. So the application of situational leadership to the director of Fajar TV Makassar has proceeded effectively.

Keywords—*Situational Leadership Style, Task Behavior, Relationship Behavior, and Followers' Readiness.*

I. INTRODUCTION

Leadership is a form of power in moving and influencing someone to be able to do something voluntarily [1], [2]. Along with the times, leadership has begun to develop with many scientists who have studied scientifically about leadership science. One of the scientists who has studied and has a view on leadership is [3], [4] who states that leadership is an art to influence human behavior, the ability to guide people. In addition to the views of Howard H. Hoyt, on the other hand according to [5]–[8] in his book explained that leadership is a process in which there are efforts to influence the activities of others to achieve organizational goals.

In leadership science, there are many theories that explain each leadership style, one of which is situational leadership style [6], [9]–[13]. Situational leadership style is a theory of leadership style developed by Paul Hersey and Ken Blanchard. Situational leadership style is a leadership model that focuses on subordinates. In its application, situational leadership depends on the level of readiness of subordinates and it is expected that the level of readiness of subordinates can be a measure of maturity and performance improvement in carrying out the tasks given by a leader [14]–[16].

In improving the performance of an employee, it is very important that a leader maintain communication and have good relations with all human resources in the company [14], [16]–[18]. In essence employees are trusted partners and are expected to be able to provide new ideas and ideas needed by the company. But it needs to be realized that an employee's ability to implement his ideas and ideas is not necessarily easily created when they are not given conditions that can support their performance activities. Leadership is an important factor in increasing employee morale in companies such as television companies. Companies engaged in the television world are companies that provide and provide services by delivering information and aspirations of social, political, local and global culture, as well as providing entertainment for the community.

The process of developing television broadcasting in Indonesia has been going on for quite a long time. This modern technology has become one of the superior products that are quite effective and efficient in serving the people of Indonesia to date. In the 1990s the world of television in Indonesia was increasingly crowded with the emergence of various television stations, such as Indosiar, SCTV, RCTI, and other television stations, where previously only TVRI had become the government's mainstay television station at that time. With the presence of several new television stations, there has been intense competition in presenting news programs and entertainment in Indonesia. The presentation of news and entertainment programs are two main points that are promised by each television station, and each television station has a way to attract the attention of the public or the audience..

Based on observations made by researchers at Fajar TV Makassar Televisi, researchers saw that there was a family system implemented by company leaders in establishing good relationships with employees. The researcher also saw, the leadership applied by the director of Fajar TV Makassar was flexible or the attitude and behavior in leading his subordinates varied according to the existing situation, and the company's leadership in making decisions often involved subordinates in decision making regarding the company. The researcher assessed that the leadership style applied by the

director of Fajar TV Makassar was a situational leadership style where the company leaders did not focus on applying one leadership style, but the company leaders applied several kinds of leadership styles according to the situation and conditions of their subordinates.

II. RESEARCH METHODS

A. *Research Approach*

This research is a type of research that uses qualitative research methods. The researcher considered the symptoms observed and made use of the field notes regarding the effectiveness of the situational leadership style of the director of Fajar TV Makassar. According [19] "qualitative research method is research used to examine the condition of natural objects, where researchers are as key instruments

B. *Types of research*

This research is a qualitative research which is a researcher who describes narratively based on data from research [20]. results that are objectively reviewed from the results of interviews, observation and documentation. Result data obtained from various data sources to answer various research problems, namely:

Primary data. Primary data is data obtained from interviews that contain questions related to the effectiveness of situational leadership styles, which were obtained from 5 research informants, namely: (1) Head of HRD & General 1 person; (2) Event Manager 1 person, and (3) Employees of 3 person.

Secondary data. Secondary data is research supporting data obtained from observations and documentation, the results of documentation in the form of images related to the implementation of this research activity.

III. RESULT AND DISCUSSION

Based on the results of research conducted by researchers regarding the Effectiveness of Situational Leadership, the Director of Fajar TV Makassar in general can be said to have run effectively. This can be seen from some of the data obtained from the explanation of the informant based on the situational leadership of the leadership, ranging from task behavior, relationship behavior, to the readiness of followers where the leader can respond well.

A. *The Task of Behavior*

Task behavior is a form of leadership attitude of a leader in determining tasks, obligations, and responsibilities to his subordinates [15], [21]. This task behavior can be interpreted that, how much the leadership determines the duties, obligations, and responsibilities of an employee in the company. In general, Fajar TV Makassar Director in giving assignments, obligations, and responsibilities to employees has been running properly, based on data and information obtained from observations and the five informants who have been interviewed by researchers. This

can be seen from the involvement of the leadership in giving assignments to employees and the attitude of leaders who provide guidance, explanation, to determine employees in the assignments given. This task behavior is a one-way communication that is applied by the leadership to its employees.

At this stage, the Director of Fajar TV Makassar has performed its function well. Where in general, the leader in the application of the behavior of this task has carried out its role effectively according to what Hersey and Blanchard mean by his theory which states that, task behavior is defined to how much the leader determines the obligations and responsibilities of individuals and groups. Such behavior includes telling people what to do, how to do it, when to do it, where to do it, and who should do it. In the characteristics of task behavior is one-way communication from the leader to the followers.

B. *The Relationship of Behavior*

Relationship behavior is a two-way or multi-directional communication carried out by the leader to employees and subordinates [22]–[25]. Relationship behavior can be seen from the leadership's attitude in listening, facilitating, and supporting employees.

Relationship behavior in terms of listening is meant that, how is the attitude of the leader in listening to input, opinions, views, and the like to the criticism conveyed by employees in the company [26], [27]. Then facilitating, facilitating in this case can be interpreted that, the attitude of a leader in providing space, time, and opportunities for employees to convey and channel ideas, ideas and so forth in terms of work. And finally, support means that, as a company leader, the leader provides support to employees in all employee work activities including support for ideas and ideas that employees have.

Based on the information obtained about the relationship behavior applied by the Director of Fajar TV Makassar, it can be said that it has run very well. Company leaders have good relationships and have implemented two-way communication with employees. Company leaders are very open in terms of listening to opinions, input, ideas, and suggestions that come from employees. In addition, all this time the leadership provides opportunities for employees to deliver what they want to convey to the leadership or to the company. Then the leadership of the company also strongly supports the creativity of employees in working. Perhaps this is all due to the leadership having implemented a family system in the company so that employees feel comfortable and not reluctant to communicate with company leaders. Therefore, in this relationship behavior researchers can conclude, the relationships that exist between leaders and employees have gone very well, the attitude of leaders who have listened, facilitated, to support employees in conveying all their ideas and opinions as well as employee activities in the work for the progress of the company .

C. *The readiness of the followers*

Readers' readiness or maturity is how much followers show their ability and willingness to accept assignments in achieving specific goals [28]. Readiness of these followers, can be seen how the leadership of a leader in responding to

various kinds of employee situations for the ability and willingness of employees to accept the tasks and responsibilities given. A company leader must have the ability to supervise various types of employee or subordinate characters. Company leaders must have a variety of leadership styles in facing their employees. However, leaders must also pay attention to the conditions and situation of employees when implementing leadership because leaders must be able to place their leadership in the right situation to maintain harmony and relationship with employees.

Based on the information obtained, the leadership of Fajar TV has a good attitude towards employees. In responding to the situation when giving an assignment to employees, the leader does not necessarily force the employee to accept the assignment. Although sometimes the leader asks the employee to work on and complete the task given but the leader continues to provide guidance, direction, to listen and provide support for the business carried out by the employees, and it is all inseparable from the goal of the leadership so that employees have the experience to increase willingness and the ability to complete company tasks in the future. Effective leadership is a leader who is able to adjust between task behavior and relationships with employee maturity or ability. So that the leadership understands the duties and characteristics of employees. The leader's understanding, makes employees feel valued and there is a willingness to play more roles, in the activities or tasks that are given. Therefore, in the readiness of these followers, the leadership has responded to the conditions experienced by employees in accordance with the conditions, situations and needs of employees in order to improve employee skills and company development.

IV. CONCLUSION

Based on the results of research conducted by researchers, it can be concluded that Fajar TV Makassar Situational Leadership has been effective. This is based on information data provided by five employees of Fajar TV Makassar as informants who are considered capable of providing actual data regarding the indicators of this study.

The indicators in this study are 3 (three), namely, task behavior, relationship behavior and readiness of employees. At the task behavior stage, the Director of Fajar TV Makassar has performed its function well. Where in general, leaders in the application of this task behavior have carried out their roles effectively. Furthermore, the relationship behavior can be said to be effective. Company leaders openly accept input, opinions, ideas and ideas conveyed by employees. The leadership has also facilitated employees in delivering ideas and ideas that are considered useful and able to bring the company better and support the efforts of the employees. The last indicator in this study is the readiness of the followers, in the readiness of these followers, the leadership has responded to the conditions experienced by employees according to the conditions, situations and needs of employees in order to improve employee skills and company development.

Based on the results of the assessment of the three indicators, it can be concluded that in general the research on the effectiveness of situational leadership style of the Director of Fajar TV Makassar has run optimally and effectively.

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