The Effectiveness of the Situational Leadership Style of PT. Fajar Makassar Television (Fajar TV)

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ABSTRACT

In essence, employees are trusted colleagues and are expected to be able to provide new ideas and ideas that are needed by the company. This study aims to determine the effectiveness of the leadership of the PT. Fajar Makassar Television (FAJAR TV). To achieve this goal, the researcher determined 5 (five) informants with the type of research and the approach used was descriptive qualitative. Collecting data through interview techniques, observation, and documentation. The results showed that, the leadership of PT. Fajar Makassar Televisi (FAJAR TV) has implemented its situational leadership well, with the involvement of the leader in determining and assigning tasks to employees that have been running optimally, implementing relationship behavior with employees well, and the attitude of the leadership in responding to the readiness of followers effectively. So the application of the leadership of the PT. Fajar Makassar Televisi (FAJAR TV) has been running effectively.

Keywords: Situational leadership style, task behavior, relationship behavior, the readiness of followers

INTRODUCTION

Leadership is a form of strength in mobilizing and influencing someone to be able to do something voluntarily (Niswaty et al., 2019). Over time, leadership has begun to develop with many scientists who have scientifically studied the science of leadership. Leadership is the art of influencing human behavior (Gemeda & Lee, 2020; Meng & Zhao, 2018; Pihie et al., 2011), the ability to guide people (Ali et al., 2015; Kanat-Maymon et al., 2020; Saggaf et al., 2019). According to (Rivai & Mulyadi, 2012) in his book explains that leadership is a process in which there are attempts to influence the activities of others to achieve organizational goals.

In the science of leadership, many theories explain each leadership style, one of which is the situational leadership style (Al-Khamaiseh et al., 2020; Ghazzawi et al., 2017; Samsuri et al., 2020; Thompson & Vecchio, 2009). Situational leadership style is a leadership style theory developed by. 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 increased performance in carrying out the tasks assigned by a leader.
In improving the performance of an employee, a leader needs to maintain communication and have good relations with all human resources in the company. In essence, employees are trusted colleagues who are expected to be able to provide new ideas and ideas that are needed by the company. However, it needs to be realized that the ability of an employee to implement ideas and ideas is not easily created when they are not provided with conditions that can support their performance activities. Leadership is an important factor in increasing employee morale in companies such as companies engaged in television. Companies engaged in television are companies that provide and provide services by conveying information and social, political, local, and global cultural aspirations, as well as providing entertainment for the community.

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

Based on observations made by researchers at PT. Fajar Makassar Televisi, researchers see that there is a kinship system applied by company leaders in establishing good relationships with employees. Researchers also see, the leadership applied by the leadership of PT. Fajar Makassar Televisi are flexible or their attitudes and behavior in leading their subordinates change according to the existing situation, and company leaders in making decisions often involve their subordinates in making decisions regarding the company. Researchers assess the leadership style applied by the leadership of PT. Fajar Makassar Television is a situational leadership style in which company leaders do not focus on applying one leadership style, but company leaders apply several kinds of leadership styles according to the situations and conditions of their subordinates.

METHOD

This research is a type of research that uses qualitative research methods. This researcher considers the observed symptoms and makes use of field notes about the effectiveness of the situational leadership style of PT Fajar Makassar Televisi (Fajar Tivi). According to (Sugiyono, 2017) "qualitative research methods are research that is used to examine the conditions of natural objects, where the researcher is the key instrument. This research is qualitative, namely, researchers who describe narratively based on research data that is reviewed objectively from the results of interviews, observations, and documentation. Research informants, namely: Head of HRD & General PT. Fajar Makassar Televisi 1 person,
RESULT AND DISCUSSION

Based on the results of research conducted by researchers on the Effectiveness of Situational Leadership of PT. Fajar Makassar Televisi (FAJAR TV) in general can be said to have been running effectively. This can be seen from some of the data obtained from informants' explanations based on the leadership's situational leadership, starting from task behavior, relationship behavior, to the readiness of followers where the leader can respond well.

Task Behavior

Task behavior is a form of leadership attitude for a leader in determining duties, obligations, and responsibilities to subordinates. This task behavior means that how much the leadership determines the duties, obligations, and responsibilities of an employee in the company (Ismayani et al., 2015). In general, the leadership of PT. Fajar Makassar Televisi (Fajar TV) in assigning duties, 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 assigning assignments to employees along with the attitude of the leaders who provide guidance, explanation, and determine the employees in the assigned tasks. This task behavior is a one-way communication applied by the leader to his employees.

At this stage, the leadership of PT. Fajar Makassar Television has performed its function well. Where in general, leaders in implementing this task behavior have carried out their role effectively according to what Hersey and Blanchard meant by their theory which says 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 to do it. The Characteristics of task behavior is a one-way communication from the leader to the followers.

Relationship Behavior

Relationship behavior is a two-way or multidirectional communication carried out by the leader to employees and subordinates. Relationship behavior can be seen from the attitude of the leader who is listening, facilitating, and supporting employees (Ali et al., 2015; Pihie et al., 2011; Thoha, 2014).

Relationship behavior in terms of listening means that how is the attitude of the leader is listening to input, opinions, views, and the like until the criticism is conveyed by employees in the company. Then facilitate, facilitate, in this case, it 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 on in terms of work. And finally, support means that, as the leader of the company, the leader provides support to employees in all employee work activities including support for the ideas and ideas that employees have.
Based on the information obtained about the relationship behavior applied by the leadership of PT. Fajar Makassar Televisi (Fajar TV), can be said that it has gone very well. The leadership of the company has a good relationship and has implemented two-way communication with employees. Where the company leadership is very open in terms of listening to opinions, input, ideas, and suggestions that come from employees. In addition, all this time the leadership has provided opportunities for employees to convey what employees want to convey to the leadership or the company. Then the company leadership is also very supportive of employee creativity at work. Maybe this is all because the leadership has implemented a kinship system within the company so that employees feel comfortable and do not hesitate to communicate with company leaders. Therefore, in this relationship behavior the researcher can conclude that the relationship between the leader and the employees has been going very well, the attitude of the leader who has listened to, facilitated, and supports employees in conveying all their ideas and opinions as well as employee activities at work for the progress of the company.

**Readiness of Followers**

The readiness or maturity of followers is how much followers show the ability and willingness to accept tasks in achieving specific goals. The readiness of these followers can be seen how the leadership of a leader in responding to various situations of employees on the ability and willingness of employees to accept assigned tasks and responsibilities. A company leader must have the ability to supervise various types of the employee or subordinate characters. Company leaders must have a variety of leadership styles in dealing with their employees. However, leaders must also pay attention to the conditions and situations of employees when implementing leadership because leaders must be able to place their leadership in the right situation to maintain harmony and their relationship with employees.

Based on the information obtained, Fajar TV's leadership has a good attitude towards employees. In responding to the situation when giving assignments to employees, the leadership does not necessarily force employees to accept the assigned tasks. Even though sometimes the leadership asks employees to work on and complete the assigned tasks, the leadership still provides guidance, direction, and listens to and provides support for the efforts of the employees, and it is all inseparable from the leadership's goal so that employees have the experience to increase their willingness. and the ability to complete future company tasks. Effective leadership is a leader who can adjust the behavior of the task and the relationship with the maturity or ability of employees (Çetin et al., 2012; Conchie et al., 2013). So that the leadership understands the duties and characteristics of employees. The understanding of the leader makes employees feel valued and there is a willingness to play a more role in the activities or tasks given. Therefore, 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 to improve employee skills and company development.
CONCLUSION

Based on the results of research conducted by researchers, it can be concluded that the Situational Leadership of PT. Fajar Makassar Televisi (Fajar TV) has been running effectively. This is based on the information provided by five employees of PT. Fajar Makassar Televisi (Fajar TV) as the informant who is considered capable of providing real data regarding the indicators of this research.

There are 3 (three) indicators in this study, namely, task behavior, relationship behavior, and employee readiness. At the task behavior stage, the leadership of PT. Fajar Makassar Television has performed its function well. Where in general, the leader in implementing this task behavior has carried out his role effectively. Furthermore, the relationship behavior stage can be said to have been running effectively. Company leaders openly accept input, opinions, ideas, and ideas submitted by employees. The leadership has also facilitated employees in conveying ideas and ideas that are considered useful and capable of bringing the company better and supporting the efforts of the employees. The final indicator in this study is the readiness of the followers, in readiness of these followers, the leadership has responded to the conditions experienced by employees according to the conditions, situations, and needs of employees for the sake of improving 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 the situational leadership style of PT Fajar Makassar Televisi (Fajar TV) has been running optimally and effectively.

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