

Implementation of the Situational Leadership Style of the Head of Sawo Village in Improving Employee Performance

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Abstract:

The presence of village laws and regional autonomy regulations provides opportunities as well as encouragement for villages to build and improve service to the community. It is not uncommon for success in the village to have relevance to the capacity of the village head. The condition of problem in Sawo village, Tulungagung Regency, such as the low quality of human resources, the lack of innovation from village leaders, and the low level of work discipline, require firmness from the village head to apply a situational leadership style. The purpose of this study is to find out the extent of the impact of the implementation of situational leadership style by the village head on improving employee performance. The method used in this study is a qualitative descriptive approach by utilizing primary and secondary data as sources of information. The results of the study using the Hersey & Blanchard approach cited in the study (F. A. Putri et al., 2024) have 4 indicators. Where the telling indicator has not run optimally, due to the lack of ability of the Village Head to provide direction and the low quality of human resources. In addition, the selling stage is also not optimal because the Village Head does not create ideas or innovations for the progress of the Village, which shows the lack of visionaries who should stand out in this style. On the other hand, the Participating style is well implemented, which is indicated by the involvement of employees in carrying out discussions and decision-making. While the delegating style has also been implemented effectively, it can be seen from how the Village Head delegated some of the authority to subordinates and community leaders.

Keywords: Leadership, Situational, Village Head

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Introduction

A village based on Law Number 22 of 1999 concerning Regional Government, is a legal community unit that owns a certain area and is given the authority to regulate and manage the interests of its citizens independently. The existence of villages is recognized through community initiatives, rights of origin, and traditional values that are still respected within the framework of the government of the Unitary State of the Republic of Indonesia (Yustisia, 2015). In the Indonesian bureaucratic order, villages are at the lowest level but have an important role in the implementation of various government policies and programs at the local level. Therefore, village officials are required to have adequate capabilities and performance to provide maximum public services to the community.

The success rate of government at the national level depends largely on how effective government in the village (Hariyanto, 2020). One of the strategies that can be applied to support these efforts is to encourage the improvement of the performance of village apparatus, which is the main element of human resources (HR) and has a significant contribution in supporting the achievement of development visions and missions (Amrulloh & Pramusinto, 2017). Efforts to improve the quality of human resources through strengthening the capacity of the apparatus and implementing the appropriate leadership style are strategic steps in ensuring the smooth operation of village organizations. In this context, the leader plays a central role and has a great influence on the success of the organization as a whole (S. D. Putri et al., 2023).

According to Siagian in (Untari, 2015a), a leader is an individual who has a dominant role in determining the success of an organization, especially in the implementation of various activities related to employee performance. Leadership can be interpreted as a leader's way of directing, motivating, and coordinating all elements in the organization to realize goals and provide services to the community optimally. With the improvement of the quality of services, the village apparatus will be more helpful in achieving organizational goals.

An ideal leader needs to implement effective behavior to encourage improvement in employee performance. Flippo (1994) in his research (Efendi & Rw, 2015) argues that leadership style is a series of actions designed to align interests between individuals and organizations in an effort to achieve common goals. Some forms of leadership styles

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include transformational, transactional, and situational. The situational leadership style itself is the result of the development of the theory from Hersey and Blanchard which emphasizes that leaders are required to have the ability to adjust their leadership style according to the conditions and dynamics of the organization. This style is flexible and considers the level of readiness, maturity, as well as the environmental conditions and abilities of his subordinates (Dewi, 2012).

Based on the results of observations in Sawo Village, Campurdarat District, Tulungagung Regency, several problems were found, one of which was that the quality level of the village's Human Resources (HR) was still in the low category. This can be seen from the educational background of the employees, where there are only three staff who have a bachelor's degree while most of the other employees are only educated in junior high or high school. This is a fairly crucial problem because the Village Head in providing Instructions and directions must be conveyed quite clearly, with the lack of hard and soft skills possessed by leaders making it difficult for leadership to run well. In addition, the innovations found in Sawo Village are not from the conceptual framework of the Village Head himself, but from the direction of central authorization. The level of employee discipline is also still low, which is reflected in the incompatibility of the presence of employees with the regulations and schedules set, even when the community needs services, often the village officials are not in place. This condition is a serious problem because it has a direct impact on the quality of community services. Referring to the above problems, questions arise about the role and influence of the Village Head as a leader in dealing with and overcoming these problems.

Overall, success and effectiveness in leading are greatly influenced by the type of leadership style applied by a leader. Referring to the problems that have been expressed, the author feels compelled to explore more deeply about the leadership style carried out by the Village Head, as well as its relationship with the performance of the village officials. In every organization, both formal and informal, there is always a leadership structure that involves leaders and individuals being led. Thus, the formulation of the problem in this study is focused on the extent of the influence of the situational leadership style of the Head of Sawo Village, Campurdarat District, Tulungagung Regency on the performance of the village apparatus. This research was conducted with the aim of analyzing how significant the effect of the application of situational leadership style by the Village Head in improving employee performance.

Definition of Leadership

Leadership is an effort made by a person to influence the behavior of an individual or group, where the influence is aimed at realizing personal, group, or organizational goals, both in line with and different from each other (Mangontan, 2014). According to George Terry, leadership is the process of influencing individuals to be willing to work voluntarily to achieve common goals in a group (Lestari, 2022). Meanwhile, according to Gareth Jones and Jennifer George, leadership is a process in which a person is able to influence others by inspiring, encouraging, motivating, and guiding them in various activities to achieve the goals of a group or organization (Prayudi et al., n.d.). Hoyt explained that leadership is an art or an effort to influence others to be willing to cooperate by relying on their abilities to realize the goals expected by the group (Sunarso, 2023).

Based on several definitions from experts, it can be concluded that leadership is a process or art of influencing, guiding, and encouraging individuals and groups to be willing to work together voluntarily to achieve certain goals, be it personal, group, or organizational goals.

Leadership Style

According to Hersey and Blanchard, the behavior and leadership style is situational which means that it must be adjusted to the conditions and situations faced. The situational leadership approach does not consider one leadership style to be the most ideal compared to the other. Leadership style is a leader's behavior pattern that can be accepted and responded to by his subordinates, therefore leadership will run effectively if it is in harmony with the readiness and response of employees (S. D. Putri et al., 2023).

Hersey and Blanchard emphasized that situational leadership consists of three main components: leaders, subordinates, and situations. Where the three are interrelated and become an important foundation in creating effective leadership because the success of a leader does not solely depend on his abilities, but by the extent to which the leadership approach used is in accordance with the conditions and needs of the followers and the context of the situation faced (F. A. Putri et al., 2024).

Leadership style and performance are interconnected as explained by Sunyoto (2013), a person's leadership style has a big impact on the quality of human resource development in the future. An effective leader needs to understand the conditions of the

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surrounding environment including the needs of his employees so that he can encourage the emergence of motivation and innovation in working with more enthusiasm (Syahrani & Arifin, 2018).

Situational Leadership

According to Daft in (Wijaya et al., 2018a), the situational leadership model developed by Hersey and Blanchard emphasizes the importance of considering employee characteristics in choosing an appropriate leadership style. This means that each individual has a varying level of readiness both in terms of ability and willingness, so that the leadership style applied must be flexible and adaptive to these conditions.

This approach assumes that a person with a low level of readiness, such as a lack of skills or experience needs more intensive guidance from a leader, in contrast to an individual who already has high readiness and is able to complete tasks independently. Therefore, leaders need to have the sensitivity to adjust leadership strategies to the needs of each subordinate so that organizational effectiveness can be achieved optimally (Wijaya et al., 2018b).

Hersey and Blanchard in their research (F. A. Putri et al., 2024) grouped situational leadership styles into four types, namely: *telling*, *selling*, *participating*, and *delegating*. This study focuses on leadership style indicators on four types of situational leadership styles, namely:

1. Giving instructions (*telling*)

The leader gives clear instructions and directs subordinates in completing the work.

2. Train or guide (*selling*)

The right leader provides direction, but also encourages subordinate participation and motivation.

3. Building participating

Leaders and subordinates together make decisions and solve problems.

4. Delegating tasks

The leader hands over full responsibility to subordinates who are ready in terms of competence and motivation.

The four styles are adjusted to the level of readiness of subordinates, which

according to Hersey and Blanchard is determined by two main aspects, namely *the ability and willingness* of the individual being led. With this approach, the Village Head as a government leader at the local level is expected to be able to identify the level of readiness of the village apparatus appropriately, so that they can determine the most appropriate leadership strategy to improve employee performance and the effectiveness of public services.

Village Head

The executive implementation of village government is highly dependent on the role of the Village Head himself. In regional development efforts, a Village Head plays a central role in providing services to the community, as well as being the main factor in the success of the implementation of development programs. In realizing community welfare, the implementation of the program can be carried out through efforts to empower and strengthen the government at the village level, one of which is through optimizing the function of village apparatus as public servants.

The Village Head is a representative of the community who is directly elected to lead and manage the life of the village who automatically has the responsibility to carry out his duties, authorities, and obligations in the community. The role of the Village Head is very important, because the success of leadership in the village depends on its performance in carrying out development fairly, organizing transparent and responsible government, fostering community life, and empowering villagers (Surono, 2019). The Village Head is a leader who is directly elected by the community and is considered a determining factor for the success or failure of the village government. The Village Head has a role in guiding the community towards a better life through various programs and meetings that aim to empower villagers (Wahyudi, 2019).

Based on the provisions stated in Article 26 paragraph 2 of Law Number 6 of 2014 concerning Villages, Village Heads have a number of responsibilities and authorities (Rahma et al., 2022), which include the following:

- a. Regulating and directing the course of village government.
- b. Dismissal of village apparatus.
- c. Responsible for the management of finances and assets belonging to the village
- d. Formulate various regulations that apply within the scope of the village.
- e. Planning and verifying the Village Revenue and Expenditure Estimate (APBDes).

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- f. Playing a role as a coach in the social life of the village community.
- g. Maintaining the stability of security and order in the village community.
- h. Encourage village economic activities to grow and develop productively for the welfare of residents.
- i. Identify and develop potential sources of income for villages
- j. Apply and Receive Allocation Wealth Country for improving village welfare.
- k. Maintaining and preserving social and cultural values that live in rural communities.
- l. Encourage the use of technology that is appropriate and beneficial.
- m. Coordinating village development activities by involving community participation.
- n. Become an official representative of the village, both inside and outside the court or appoint a legal representative in accordance with the applicable legal provisions
- o. Exercising other authorities determined in accordance with the provisions of applicable law.

Methodology

The research in this article uses a qualitative descriptive approach. The qualitative method is a descriptive data collection and processing technique, both in the form of written and oral information, related to individuals or phenomena that can be observed and explained (Nuryana et al., 2019). Descriptive research itself aims to describe the object or phenomenon that is systematically studied, conduct analysis, and compare it based on real conditions in the field. The data collection process is carried out through the literature study method by referring to scientific journals, relevant books, and direct interviews with relevant parties in the village office environment. The main focus of this study is to assess the extent to which the leadership style of a village head can affect the level of performance of his employees. The location of the research was determined at the Sawo Village Office, Campurdarat District, Tulungagung Regency. The selection of this location is based on a number of problems identified in the village, which encourages the author to explore more deeply the relationship between the village head's leadership style and the performance of the village apparatus.

Result and discussion

Data on the Number of Apparatus in Sawo Village, Campurdarat District, Tulungagung Regency

NO	NAME	DEPARTMEN T	TYPES SEX	EDUCATION
1	H.Wasito	Village Head	Male	High School
2	Susilo	Secretary of State	Male	High School
3	Jainal Ansori	Finance Cabinet	Male	S.Pd.I
4	Nayaka Sandhi	Kaur Planning	Male	High School

5	Deni Eko Setiyono	Kaur Tu dan General	Male	S.Pd
6	J. Lamidi	São Paulo Government	Male	High School
7	Imam Muhyidin	São Paulo Well-being	Male	SLTP
8	Purwanto	Kasun Sawo	Male	S.Ag
9	Juremi	Kasun Buret	Male	SLTP
10	O'Neill	Staff	Male	SLTP

The level of discipline of village officials is still a fairly concerning problem. One of the main indicators is the inconsistency of the level of employee attendance with the regulations and work schedules that have been set. Many employees are not present in the office without clear information, even during community service hours that should be a priority. This condition has a significant impact on the quality of public services in the village. When people come to take care of various administrative needs or need help from village officials, often they do not get the expected services because the officers on duty are not on the spot. This not only creates inconvenience, but also has the potential to lower the level of public trust in the village government. One of the reasons often used by employees to justify their absence is the activity of monitoring the irrigation of rice fields owned by residents. Although these activities are related to the interests of the community, their implementation should not interfere with the main responsibilities as a public servant. Field activities should be well scheduled and communicated transparently so as not to interfere with services at the village office.

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These problems prompted the Head of Sawo Village to take firm action in disciplining employees through the provision of appropriate sanctions. In addition, seeing the low level of quality of human resources, the Head of Sawo Village also seeks to improve employee competence through trainings aimed at improving service quality. This step is expected to create more optimal and professional public services.

Based on the observations, the situational leadership style applied by the Head of Sawo Village in an effort to improve employee performance can be analyzed using leadership indicators according to Hersey and Blanchard. This model classifies leadership styles into four types, namely:

1. Telling

A leadership style characterized by great concern for the execution of tasks and relationships between individuals reflects a balance between work orientation and attention to human relationships. Leaders with this style not only focus on giving direction, but also play a role in raising work morale and encouraging employee participation by providing space to convey ideas and opinions related to work (Darmawan & Roselini, 2022). The Village Head in giving directions and instructions must be conveyed clearly both regarding the content and in terms of language considering the low level of human resources, this is influenced by the number of employees who are educated in junior high school or high school.

2. Selling

It is a leadership style in which the leader aims to sell his ideas and messages or structured and supportive instructions to subordinates to make them understand and participate in processes and tasks (Brahmasari & Siregar, 2009). At this stage, the Head of Sawo Village has no contribution in creating new innovations to improve village development. The Village Head is just waiting for directions from his superiors to carry out innovation reforms.

3. Participation

Participation is the availability of leaders in participating to open opportunities for their subordinates to grow professionally and take responsibility, as well as providing assistance according to their needs, done by opening channels two-

way communication (Untari, 2015b). The type of participation can be accepted and implemented well, where the village program is prepared and discussed through meetings and deliberations, but in Sawo Village, the Village Head is still the main figure in decision-making because the results of the decision are still held by the Village Head but there is still the role and participation of subordinates.

4. *Delegating*

It is a leadership style that delegates responsibilities broadly to his subordinates, as well as provides the flexibility to make decisions and adjust to various problems that arise, which is characterized by a characteristic where the leader delegates tasks in the form of a big picture and decisions are made by subordinates, as well as monitoring activities but still providing input (Cahyani, 2014). In this context, it has been running optimally, where the Village Head delegates some of the authority to employees and community leaders in terms of making village development a success. For example, the stall market work program is currently in the process of development. In the process, a special team was formed to assist in the implementation of development involving a combination of village officials and community leaders, which is expected to be carried out well.

The Sawo Village Chief was still not optimal in applying the situational leadership style developed by Hersey and Blanchard. From the results of observations on the counting and *selling types*, it did not go well enough. The lack of quality of human resources makes the Village Head in providing directions or instructions must be conveyed clearly, this can be seen from the education of employees who are mostly junior high and high school students. Although there have been efforts from the leadership to provide training in increasing the self-potential of employees, this is still not enough to help. In addition, the Village Head also minimally innovates to advance the village, because every concept idea contained in Sawo Village is based on instructions from the central leadership. Meanwhile, *the participating* and *delegating* stages are running quite well, the Village Head always plays an active role in assisting in every activity and decision-making.

Conclusion

Based on the results of the discussion presented, it can be concluded that the leadership of the Sawo village head uses the Hersay & Blanchard approach in the study

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(S. D. Putri et al., 2023) with four indicators that have not been running optimally. The *telling style* is not applied by the Sawo Village Head, due to the lack of ability of the Village Head to provide direction. In addition, the quality of human resources from employees is still relatively low, which has an impact on the process of delivering instructions. So that one-way communication that should be the strength of this style is actually a weakness in the village context. The *selling style* is not applied by the Village Head, because there is no initiative in creating ideas or innovations. The innovation that runs comes from the direction of the superiors, not from the original idea of the Village Head himself. This shows the lack of visionaries who should stand out in *the selling style*. The idea from the Village Head in the process of renewing innovation in Sawo Village is a direction from the superiors. Meanwhile, the *participating style* is well implemented, shown by the involvement of employees in certain discussions and decision-making. The Village Head began to open up a space for participation even though the final decision was still controlled by the Village Head. This reflects the transition process towards more collaborative leadership. Furthermore, *the delegating style* has been applied, as can be seen from the delegation of some authority to village officials and community leaders. Such as the implementation of the construction of a kiosk market. The Village Head forms a special team that is given responsibility and trust, reflecting the good implementation of delegation.

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