SITUATIONAL/CONTINGENCY APPROACH

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Abstract

This research aims to understand and evaluate the application of situational leadership theory in management. Situational leadership, as part of contingency theory, emphasizes the importance of adapting leadership style to the level of readiness and maturity of followers. Through the literature study method, this research collects and analyzes various academic sources that discuss situational leadership theory and practice. This analysis is directed at identifying critical factors that influence leader effectiveness in various operational conditions. It is hoped that the results of this research will provide in-depth insight into effective leadership practices and provide practical recommendations for leaders at various levels of organizations. This research produces several key findings about the importance of flexibility in leadership and adapting style based on the context of the situation faced, which can increase satisfaction and productivity in a team or organization.

Keywords: *Situational Leadership, Contingency Theory, Leadership Management, Leadership Adaptation, Leadership Effectiveness*

INTRODUCTION

Earlier we saw that aspects of the situation determine the role requirements for leaders. The study of how managerial behavior varies across situations provides some useful insights, but it is only an indirect approach to determining what type of leadership is optimal in a particular situation. A more direct approach is to determine how leader traits or behaviors relate to indicators of leadership effectiveness in different situations.

Aspects of a situation that strengthen or eliminate the influence of a leader's characteristics or behavior are called "situational moderator variables". Theories that explain leadership effectiveness in terms of situational moderator variables are called "contingency theories" of leadership. This type of theory is most useful when it involves variables that get in the way of explaining why the influence of a behavior or outcome varies across situations. This review reviews five contingency theories of leadership: path-goal theory, leader succession theory, multiple-relationship theory, LPC (Least Preferred Coworker) contingency theory and cognitive resource theory. Each theory is explained briefly and evaluated for conceptual and empirical support

METHOD

The research method used in this study is the literature research method. This approach involves collecting and analyzing secondary data consisting of existing scientific materials such as journals, books, and articles related to situational/contingency leadership theory. In this process, research is

focused on conceptual analysis to understand and evaluate various situational leadership theories and models that have been developed and tested previously.

The research process begins with the identification and selection of relevant sources, where the criteria for inclusivity are based on topic relevance, novelty of information, and depth of analysis. After collecting sufficient sources, a synthesis was carried out to explore the definition, characteristics and application of situational leadership, as well as compare and contrast between the various existing approaches. From the collection and analysis of this data, this research aims to extract important information regarding effective ways of implementing the situational approach in different organizational environments. The results of the analysis are expected to provide insight into how adapting leadership style according to the situational context can increase leadership effectiveness in various organizational operational conditions.

This research combines theory with practical application, seeking to provide pragmatic recommendations for leaders and management practitioners to optimize leadership dynamics according to the needs of the specific situations faced by their teams or organizations.

RESULTS AND DISCUSSION
Definition of Situational/Contingency Approach

The definition of situational leadership is "a leadership contingency theory that focuses on followers' readiness/maturity". The essence of situational leadership theory is that a leader's leadership style will vary, depending on the level of readiness of his followers.

The contingency approach or situational approach is a school of management theory that emphasizes certain situations or conditions faced. Not all scientific management methods can be applied to all situations and it is not always human relations that need to be emphasized because sometimes effective solutions take a quantitative approach. It all really depends on the characteristics of the situation faced and the goals to be achieved.

The situational approach emphasizes the personal characteristics of the leader and the situation, suggests and attempts to measure or predict these personal characteristics, and assists the leader with useful behavioral guidelines that are based on a combination of personality and situational contingencies. The situational approach also emphasizes contextual factors that influence the leadership process. Important situational variables such as subordinate characteristics, the nature of the leader's job, the type of organization, and the nature of the external environment. This approach starts from the assumption that there is no single leadership style that fits all situations. The situational approach or contingency approach is a theory that tries to find a middle way between the view that

there are universal principles of organization and management, and the view that each organization is unique and has different situations that must be faced with a certain leadership style.

The situational approach is not only important for the interactive and complex nature of leadership phenomena, but also provides potential leaders with useful concepts for assessing various situations and for demonstrating appropriate leadership behavior based on the situation. The role of the leader must be considered in relation to the situation in which the role is carried out.

The situational approach to leadership says that in its implementation, the approach taken will have a positive impact and be right on target. Even though the organization requires the completion of high tasks. It is recommended that managers play a highly directive role, giving advice on how to complete the tasks, without reducing the intensity of social relations and communication between superiors and subordinates. Two-way communication requires top management skills in digesting information conveyed by managers and employees, especially their complaints (bottom-up) and skills in conveying information from the top leadership of the company to all managers and employees (top-down). Meanwhile, face-to-face communication demanding that top management spend time visiting managers and employees' work locations. This visit is very beneficial for smooth two-way communication, as well as increasing the work spirit of managers and employees. determined not by the personality traits of individuals, but by the requirements of the social situation.

Situational/Contingency Approach Parameters

The situational approach has been refined and updated several times since its initial release. And, it has been used widely in organizational leadership training and development. As the name of this approach suggests, situational leadership focuses on the conditions and situations surrounding the leader. The principle of this theory is that different situations require different types of leadership. From this perspective, to be an effective leader, a leader must adapt his or her style to the demands of different situations.

Situational leadership consists of the dimensions of command and providing support, then each dimension is applied appropriately in certain conditions. To choose what is necessary under certain conditions, a leader must evaluate his subordinates and assess how capable and loyal they are to complete the assigned tasks. Based on the notion that employees' skills and motivations vary widely, situational leadership states that a leader should change the level at which they give orders, or support to suit the changing needs of their subordinates.

Situational leadership requires a leader's experience to manage an organization. This is because it requires the ability to adapt and read the situation and conditions of the organization at any time. Situational leadership requires leaders to adapt their style to the abilities and commitment of

subordinates. Effective leaders are those who can find out what their subordinates want, and adapt their style to meet those needs. The situational approach is illustrated in an example, which is considered to be the situational leadership model II (SLII). This model is a development and refinement of the initial situational leadership model developed by Hersey and Blanchard.

This situational leadership is related to using the development level of employees or subordinates. A level at which a subordinate has the competence and commitment that is crucial to achieving a specific activity is whether that person has shared a positive attitude regarding the task. Employees are at a low level of development. If they have little ability to carry out the task, but believe that they have the enthusiasm or confidence to complete the job.

Situational/Contingency Approach Model

Situational leadership style is a pattern of behavior that a leader pays attention to when leading when influencing the activities of other people, both individuals and groups. Leaders understand the behavior, traits of their followers, and situations before using a particular leadership style. Situational leadership discusses how a leader must help his subordinates to achieve planned goals. When a leader is able to bring his subordinates to achieve the expected goals, his subordinates will feel proud and feel that they have received higher levels of support from their leader.

In these conditions a leader must be able to under conditions such as, 1) When subordinates have achieved a goal. So the leader only needs to monitor the tasks that have been completed. Because the work given has been successfully completed by his subordinates. 2) When subordinates fail to achieve goals. So leaders must direct and guide them so that they are able to complete the tasks that have been given. Subordinates like this want motivation so that they can improve their development better.

The leader's behavior must be able to adapt to the situation and requirements of subordinates which are not in harmony with each other and the indicators that influence it, meaning that the telling dimension uses indicators, the leader provides clear direction in conveying tasks, the selling dimension uses indicators, the leader conveys tasks and responsibilities to subordinates, the leader supports subordinates in doing their work, and finally the dimension of delegation with the indicator that the leader gives authority to subordinates for their work.

In essence, this situational approach is that the style that we will use or apply or that we will use is different depending on the readiness of the members. Therefore, to influence other people, a leader must do it in various ways. In the situational approach, a leader must be able to distinguish between the task approach and the relationship approach. He must be aware that the characteristics, thoughts, attitudes or behavior of leaders are easily noticed by other people, therefore when he is in front of the screen he must be able to be an exemplary leader so that he can be a good example and on the other

hand, behind the screen he can be a motivator or a friend. in a sitting position at the same low and standing at the same height. A successful person is someone who is able to diagnose well. If the abilities and motives of the people under him vary greatly, then a leader must have the sensitivity to be able to feel and appreciate these differences. This means that a leader must be able to follow the flow of his subordinates, he must understand what kind of person he is communicating with.

In its application, situational leadership requires the following three skills:

    a. A leader must be clever in setting clear goals so that the approach taken is in accordance with the expected goals.

    b. Situational leadership requires the ability to diagnose team members, finding out what the level of development is for each work target.

    c. Situational leaders must be able to adapt their leadership style to meet the needs of their respective team members.

Advantages of the Situation/Contingency Approach

The advantage of situational leadership is that subordinates become more creative because the leader gives them full trust in completing tasks according to their competence, and conversely a leader has time to show other things that may require more serious handling. This leadership style also has a positive effect on subordinates' job satisfaction.

The Situational Approach to leadership has its advantages, especially on the part of the practitioner. First, being able to survive in the market. Situational leadership is often used for training leaders in an organization. This approach is considered by the company to offer a style that can be maximized for developing people into effective leaders.

The second is pragmatic. Situational leadership is easy to understand and easy to apply in a variety of settings. A number of other leadership approaches try to use complex and sophisticated ways to assess your own behavior. However, situational leadership provides an open approach that is easy to implement. Additionally, the principles stated by situational leadership are easy to apply in a variety of settings.

So, the advantage of situational leadership compared to other leadership is that situational leadership depends on the maturity level of the subordinates who will be influenced by the leader, so that the style applied varies according to the different levels of maturity of the subordinates.

The situational/contingency approach to leadership has advantages, especially in the practical part, one of which is being able to survive in the market. Situational leadership is often used for training leaders within an organization. It can create a more comfortable environment for employees

because the leadership style applied is usually in accordance with needs. These types of skills describe different levels of employee development or help meet the skill levels and needs of each employee

CONCLUSION

This situational approach theory explains that effective leadership is seen from how a leader can understand the abilities, circumstances and characteristics of his subordinates. From this, leaders can assign tasks and attitudes or responsibilities to their subordinates that are appropriate to their abilities and circumstances. There are four styles of situational leadership: S1, namely high command-providing low support, S2, namely high command-high support, S3, namely low command-providing high support, and S4, namely low command-providing low support.

A leader's behavior must be able to adapt to situations and conditions of subordinates who are different from each other and the influencing indicators are the telling dimension where the leader gives clear directions regarding tasks, the selling dimension where the leader carries out two-way communication, the participating dimension where the leader gives tasks and responsibilities, and the delegation dimension where the leader gives authority to work. The advantage of situational leadership compared to other leadership is that in situational leadership it depends on the level of ability of the subordinates who will be influenced by the leader

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