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Situational Leadership: Leader Adaptation Strategies In Various Organizational Contexts

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Abstract: This article was created to find out a leadership model called the situational leadership model. This is most relevant to be implemented in organizations and is believed to have a positive impact on employee performance. However, a leader who is reliable and masters an effective leadership style will not be successful in an organizational environment. This article was prepared based on a literature review study. This technique is used with the aim of uncovering various theories related to the problem being studied in order to serve as reference material for discussing research results. According to Hershey and Blanchard's situational leadership theory, situational leadership style is the level of leadership and guidance provided by the leader, the level of emotional support or human support provided by the leader and, the degree of readiness demonstrated in carrying out certain tasks, functions or goals. In conclusion, leaders must increase maturity and apply a leadership style that is appropriate to communication skills. Skills must also be acquired by managers and executives to communicate ideas to employees.

Keywords: situational leadership, adaptation, organization

INTRODUCTION

Leaders are important people who support an organization, each leader has a unique leadership style model when leading employees. This leadership model also plays a role in employee satisfaction, but some leaders who only care about themselves will be less liked among their subordinates, and will be stubborn or simply assert their will. It is important to know that this can have negative impacts. Subordinates who feel pressured by the burden that is continuously placed on them will experience stress because this will affect employee performance. For this reason, leaders must be able to find the right and dominant leadership style for their subordinates and manage it.

The concept of a leader is a person who has leadership abilities who directs his subordinates to carry out their part of the work to achieve goals. For example, Stephen Robbins defines leadership as the ability to influence a group to achieve goals. "Leadership is the ability to influence a group to achieve a series of goals. Leadership is a person's ability to influence other people to do something to achieve a goal or target. This means that leadership at least includes the following elements: the presence of people who can be influenced, people who are influenced, and certain activities or actions to achieve organizational goals. Leaders use leadership styles depending on their potential and personality. In other words, leaders have an enthusiastic nature that influences other people to achieve organizational goals.

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There is a leadership model called the situational leadership model. This is most relevant to be implemented in organizations and is believed to have a positive impact on employee performance. However, a leader who is reliable and masters an effective leadership style will not be successful in an organizational environment without employees who have different potential to make the organization successful. Because employees also have the same level of success in organizations and institutions.

The situational leadership style is currently in great demand. Because this style allows leaders to always try to balance situations in the organization, and also be flexible in adapting to the motivation and work environment of the people they lead. This is in accordance with the current situation, which requires managers to be adaptable and ambitious in their work environment. Situational leadership is a contingency leadership theory that focuses on follower preparation. The essence of situational leadership theory is that a leader's leadership style changes depending on the level of readiness of his subordinates.

The situational approach is a leadership approach developed by Paul Hershey and Kenneth H. Blanchard. This model is based on the number of tasks (task behavior) and the level of socio-emotional support (interpersonal behavior), the leader's need to provide a certain context, and the level of readiness of group followers. Understanding tasks and relationships as two key aspects of managers' habits has been an important part of management research for decades, and these dimensions range from "autocratic" to "democratic. Task-related behavior or habits are a leader's approach to one-way communication by explaining when, where, and when tasks to be done by followers can be completed. On the other hand, relational behavior or habits in relationships is a leader's approach to two-way communication by providing socio-emotional support, "psychological encouragement" and encouraging habits. These two habits are used as a means to achieve leadership goals themselves through a situational approach.

Practical and strategic insights for leadership teams in organizations relate to the understanding and approaches that leaders use in carrying out tasks to achieve effective team performance. This includes understanding the needs of individuals within the team, building strong relationships, managing conflict successfully, fostering collaboration, providing inspiration and motivation, and overcoming challenges as they arise. This approach aims to achieve organizational goals by optimizing the performance and potential of team members collectively. Practical and strategic insights for leading teams within organizations include a series of steps and approaches aimed at achieving effective team performance.

LITERATURE REVIEW

Situational leadership

According to (Runa, 2020), leadership is the process of influencing the activities of an organized group to set and achieve goals. On the other hand, according to Hendiat Sutopo's book Organizational Behavior, Leadership is a dynamic process, and the relationship between leaders and followers is based on reciprocity and develops over time through interpersonal transactions. Team leadership in organizations refers to an individual's ability to lead, manage, and direct a group of individuals working together to achieve common goals within an organization. This includes using leadership skills, strategies, and principles to inspire, motivate, and train team members to function effectively as a harmonious unit (Shofiyah et al., 2023). In carrying out their duties, each leader chooses the style or style of leadership that they will use effectively as a leader. Introducing the right leadership style in a company brings positive contributions to the company. Apart from the ability to motivate and motivate employees at work, leadership style also helps employees become more productive at work (Hasanah et al., 2023).

The situational approach is the view that there are organizational principles that are universal and that each organization is unique and has different situations that must be addressed with a particular leadership style. The situational or contingency approach is based on the assumption that the success of a manager is not only determined by the characteristics and behavior of the manager, but is also influenced by the circumstances that exist in the organization. The situational approach emphasizes that leadership consists of command and support aspects and each applies appropriately to a particular situation. To determine what is needed in a particular situation, leaders must evaluate their employees and assess how competent and committed they are to completing assigned tasks. Situational leadership states that leaders should change the level of command, support, or support they provide as employee needs change, based on the premise that employees vary in ability and motivation. (Maulidah Az-Zahroh et al., 2023).

Situational leadership consists of dimensions and support with each dimension applied appropriately under certain conditions. To choose what is desired under certain conditions, a leader evaluates subordinates, their abilities and loyalty to complete a given task. Situational leadership states that leaders vary the level of direction, or support they provide to meet the changing needs of subordinates, based on the premise that employees' abilities and motivation vary widely. Situational leadership requires the experience of leading organizational leaders. This is because it requires the ability to constantly adapt and understand the context and

conditions of the organization(Zidan Rikza et al., 2023). Given the complexity of dynamics that develop in organizations, situational leadership has become a major highlight in the contemporary organizational context. The current work environment is full of diverse challenges, from technological changes to significant cultural changes. Given this situation, leaders must have high levels of adaptive skills to effectively navigate uncertainty and ongoing change(Team, 2024).

Adaptation strategy

Leaders' adaptation strategies vary greatly depending on the context and challenges faced. Some common strategies include flexibility, continuous learning, listening to feedback, collaborating with people who have different skills, and leveraging technology to increase efficiency and productivity. In addition, adaptive leaders are also able to manage change wisely, motivate teams, and maintain a long-term vision while remaining responsive to developing situations.(Darmawati, 2022).

Adapting to new habits symbolizes a world in the VUCA (Volatility, Uncertainty, Complexity, Ambiguity) era. Business owners cannot adapt to current developments by using old ways of doing things. We must survive and innovate in this VUCA world. Managers must have sufficient ability to manage change. This can be achieved through updates in the organization, which not only strives for the latest technology, but also through the transformational skills of each employee. In addition, leaders must be able to provide a business and organizational network ecosystem. Managers must integrate internal functions and processes ²⁹ to create dynamic capabilities with faster cycles and continuous innovation processes.

Leaders must be able to guide the organizations they lead so that they are able to survive, continue to exist, and even develop in the VUCA era, especially in the current era of adapting to new habits. An agile organization is characterized by an organizational form that must be continuously pursued because it is a key element of sustainable business success. Agile characteristics enable organizations to continuously adapt ¹⁰ the direction of their business strategy to an environment that experiences consistent changes in various dimensions. ¹⁰ The success of an agile organization depends largely on the skills, attitudes and behavior of the organization's employees. Employees can adapt to new work strategies, structures, and processes, and even benefit from autonomy in team and individual functions(Fridayani, 2021).

Organization

³⁵ An organization is a group of people who gather and work together rationally and systematically, planned, directed and controlled for the efficient and effective use of resources

such as money, methods, materials, environment, data, facilities and infrastructure to achieve organizational goals. According to Achmad Sobirin (2009: 5), an organization is a social unit that is established consciously over a relatively long period of time, works together, coordinates, and has a certain structured and permanent work pattern, consisting of two or more people. To achieve a common goal to be achieved or a series of predetermined goals. Kotter (1996) states that today's organizations must be ready to face innovation and change in order to not only succeed but also survive in an era of increasing capabilities. Daft (2004) adds that organizational change consists of adapting to the environment in two ways. One is incremental change, which refers to a series of continuous advances in the management of an organization, often occurring in only one part of the organization, and the other is fundamental change. This often breaks the organizational framework and causes changes throughout the organization (Rohmah et al., 2023).

In leading an organization, a leader must have the ability to influence and the skills to invite members of the organization to work together to achieve common goals. The key to collaborative leadership is guiding, inspiring, and motivating organizational members to create conditions that support goal achievement. Cooperation can exist when we work together well internally and externally with the aim of ensuring reciprocity that we cannot achieve alone. Collaboration requires shared decision making and trust in matters and stakes, and all elements need to feel the right information and feedback (Shofiyah et al., 2023). An organization is well managed if the leadership has a high sense of responsibility. A leader's sense of responsibility is one of the characteristics of ideal leadership. However, this is no less important, and leaders must be smart enough to always choose and solve the problems they face in the organization they lead (Indryani, 2019).

Organizing is a process and an activity. Organizations have structures, but structures determine how organizations behave and how they function, which in turn is determined by regular patterns of interrelated behavior (Weick, 1979, 90). Organizing is a grammar (rules, conventions, organizational practices) adopted by consensus to reduce uncertainty through the use of interconnected thoughtful actions (experience). Experiences are shared with others through a system of symbols. Process/Phase In organizations, the implementation phase means that organizational members restructure the environment by determining and negotiating the specific meaning of events (Safitri & Mujahid, 2024).

RESEARCH METHODS

In this research, the Literature Review method or literature study was used. This technique is used with the aim of uncovering various theories related to the problem being studied in order to serve as reference material for discussing research results. The Literature Review Study Method is carried out by collecting books and journals from various sources such as national journals to international journals obtained through the Google Scholar database.

⁴ *Literature Review* is a comprehensive overview of research that has been conducted on a specific topic to show readers what is already known about the topic and what is not yet known, to find rationale for research that has been conducted or for ideas for further research (Rohmah et al., 2023).

According to Mestika Zed (2003), Literature Review research can be interpreted as a ⁴ series of activities related to how to collect library data, how to read and take notes, and how to prepare research materials. Literature Review is a method of ²³ collecting data through reviewing books, literature, memos and various reports related to the problem you want to solve. The process of researching literature is evaluated as the act of collecting a certain amount of data (Maulidah Az-Zahroh et al., 2023).

RESULTS AND DISCUSSION

Theory and Functions in Situational Leadership

The focus of this situational leadership theory is on followers and their level of maturity. Leaders must correctly assess the maturity level of their followers and apply a leadership style that is appropriate to this level (Khoironi, 2020). This theory is a ¹⁵ leadership theory developed by Paul Hershey and Ken Blanchard. This ¹⁵ Leadership Theory was developed by the author himself. Hershey developed the Situational Leadership Model I and Blanchard developed the ⁵ Situational Leadership Model II. ⁵ Situational leadership is defined as a leadership theory that focuses on followers. Effective leadership can be recognized by task relevance, and perhaps all successful leaders consistently employ an appropriate leadership style. This situational approach focuses on leadership events in unique situations. The situational approach theory explains that effective leadership is determined by how the leader perceives the abilities, situation and characteristics of his subordinates. From this, leaders can assign tasks and attitudes to their subordinates according to their abilities and situations

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According to Hershey and Blanchard's situational leadership theory, situational leadership styles are divided into 1) The level of leadership and guidance provided by the leader, and 2) The level of emotional support or human support provided by the leader. The level of relationship behavior is based on the relationship. 3) The degree of readiness demonstrated in carrying out certain tasks, functions or goals. As stated by Hersey and Blanchard, there are three skills that need to be considered when implementing situational leadership: July 3, 2023 When evaluating subordinate performance. If subordinates' performance declines, managers can motivate them to work better than before. 2) Flexibility skills are skills that managers must have in order to apply a managerial leadership style. Developments so far show that a delegative leadership style can be applied when employees perform better and are able to work more responsibly and independently. 3) Communication skills are skills that managers and executives must also acquire to communicate ideas to employees. What matters most is how managers communicate this and their ideas to employees clearly and clearly (Zidan Rikza et al., 2023).

Situational leadership is the behavior of a leader who adapts to situations and conditions of subordinates who are different from each other, and the indicators that influence it are: (a) Dimensions of meaningfulness with indicators of leaders giving clear instructions when issuing tasks, (b) Dimensions of sales with indicators: Manager carry out two-way communication, (c) Dimensions with indicators of Participation: Managers delegate tasks and responsibilities to subordinates, managers support their subordinates in completing tasks, (d) Dimensions of delegation with indicators, namely: Managers give authority to their subordinates in the workplace. (Fauzia et al. , 2018). According to situational theory, the success of a leader is determined by leadership characteristics that involve specific behavior that adapts to the needs of the leadership situation and the organizational context facing it, taking into account spatial and temporal factors. Situational factors that influence a particular leadership style include: 1) Nature of work and complexity of tasks, 2) form and type of technology used, 3) norms adopted by the group, 4) Threats from outside the organization, 5) Level of stress, 6) Organizational climate. Based on the various explanations that have been discussed, researchers argue that situational leadership style is a leadership style in which the leader adapts his behavior patterns and direction to the context of the organization he leads before taking action, which we believe is an adaptive leadership style. To apply the appropriate leadership style to your application, first know and analyze the current situation (Siagian et al., 2022).

Situational Leadership Digital Strategy in Organizations

The internet is a subjective space, with opinions and facts, fake content made to look like real facts and events, anonymity, data and identity, cybercrime (spam, fraud, malware, viruses, hacking) and It is a subjective space where facts are mixed. Appears in a different narrative context (hoax). Since the ability to categorize things in this way is included in R4, it is assumed that R1 to R3 have a low or sufficient understanding of truth questions on the Internet. Another factor that influences the level of readiness of followers is their willingness to enter a rapidly developing, intensive and competitive digital information environment. Some digital start-ups and other creative industries that use digital information technology, such as agencies, financial technology and software developers, have very long but flexible working hours (Rambe et al., 2024).

Some of these factors might be called inhibiting factors that influence the level of follower readiness in the creative digital industry. This identification helps us understand the motivations of our followers. Especially for those who have no experience in this industry. The next level of readiness is R2. This follower level is characterized by followers who have "leveled up" from R1, or do not yet know how to use digital information technology, but have a strong desire to process it. At this point, the manager is carrying out the task and is very relevant. Advanced tasks allow followers to further increase their experience and knowledge of , especially when they see the results of what has been done. And high levels of relational habits (relational behavior) will also maintain followers' internal motivation, because they are given space to ask, clarify, and decide. In contrast to the R3 readiness level, it has the characteristics of followers who are capable but not ready/not confident. Leaders must carry out low-level tasks with high-level relationships. Managers no longer need to assign further tasks because they are able to fully understand the problem.

The R4 readiness level is characterized by followers with a high level of education and years of experience. The manager's attitude towards this type is delegative, with little assignment or relationship. Situational leadership has limits on the size of the work group a leader can develop, meaning that monitoring each follower's maximum readiness level is only effective in small groups. This problem can be overcome by developing lower readiness levels of advocates with higher levels of readiness to support supervision. The most important caveat to this strategy is that although there is assurance that these middle-level managers can be direct representatives of the leader, the followers of these middle-level managers cannot be evaluated accurately. The follower readiness levels below correspond to the benchmarks set by the manager. In summary, here are the strategies that you can build from digital leadership using a

contextual approach: 1. Measuring the level of readiness by providing general basic tasks that the leader wants to complete 2. Applying a leadership style that focuses on tasks and relationships with followers according to readiness. 3. Delegating followers with higher levels of readiness to help monitor followers with lower levels of readiness as the work group grows into a larger group(Gumanky, 2019).

Practical and Strategic Insights for Leading Teams in Organizations

Practical and strategic insights for leading teams in organizations refer to the understanding and approaches that leaders use when performing tasks to achieve effective team performance. This can include understanding the needs of each team member, building strong relationships, managing conflict well, fostering collaboration and cooperation, providing inspiration and motivation, and overcoming challenges that arise within the team. This approach aims to achieve organizational goals by optimizing the performance and potential of team members collectively. Practical and strategic insights for leading teams in organizations include a series of steps and approaches aimed at achieving effective team performance. Here are some additional points to help team leaders carry out their duties effectively:

1. Building Strong Relationships and Communication, effective leaders build good relationships with their team members through open, honest and regular communication. This includes listening carefully, providing constructive feedback, and maintaining open communication channels that encourage collaboration and problem solving.
2. Understanding individual needs, effective leaders understand the needs, interests and potential of each team member. Understanding individual personalities allows leaders to provide appropriate support, allocate tasks wisely, and develop team members' individual skills.
3. Facilitating collaboration and collaboration, effective leaders foster cooperation and coordination among team members. We create a collaborative environment where ideas are valued, knowledge and resources are shared, and solutions are found through teamwork. Leaders can also organize effective team meetings and facilitate brainstorming sessions and group discussions to encourage collaboration.
4. Providing inspiration and motivation, effective leaders inspire and motivate their team members to do their best. They develop a compelling vision, set clear goals, and set a good example through their actions and actions. Leaders also recognize and value team members' contributions, provide appropriate recognition, and provide development opportunities that can motivate team members.

5. Managing Conflict and Challenges Effective leaders have the skills to handle conflict and overcome challenges that may arise within their teams. We build a culture that is open to resolving conflict constructively, listening to all parties involved, seeking fair solutions, and fostering open communication and mutual understanding(Siregar & Wardi, 2023).

Team Leadership in Development is Needed in Organizations

In the context of effective team leadership, a leader must also be able to adapt to organizational changes and challenges. Change is a natural part of the business world, and an effective team leader must have flexibility in dealing with these changes, manage uncertainty, and communicate changes clearly to team members. Overall, team leadership in organizations involves the ability to lead, manage, and direct individuals so they can work synergistically. This includes various skills such as communication, coaching, development, decision making, conflict resolution, motivation, and the ability to develop a vision. , goals, and a positive work culture.Effective team leadership can bring benefits to team performance, team member satisfaction, and overall organizational success.It can increase productivity, work quality, innovation, and job satisfaction among team members, as well as creating a positive work environment where team members feel supported, appreciated(Yusnita & Aslami, 2022).

The role of leadership in an organization is about the attitudes and behavior that leaders have to influence their subordinates so that they are motivated, can work together, and achieve good achievements in various fields of work. A leader's ability to make decisions is very important to control his subordinates to achieve organizational goals, and this is an effort that must be made in every organization. Research findings from Anwar H (2014) examine various problems that can arise in groups if decision making is not carried out according to plan and at the right time. One of the problems that arises is the mismatch between the decisions taken and the group's capabilities in various aspects, caused by limited human resources. Determining policies is part of management activities(Henry et al., 2020).

According to Sudjarwo (2011: 171), to build trust in a team, you can learn the following methods from Colin Powell, namely a) **More skills: The team will rely on a skilled leader**, which means only the right skills and experience are needed. b) Outstanding personality: Personality is the action to realize the vision and mission of the organization. The team leader must be an example to other team members of the values applied in the group. He must be able to protect, maintain, grow and provide energy so that the team can function according to its vision and mission. c) **Courage to break through: Team leaders must have the courage to make new breakthroughs. To do this, you need to have physical capacity, reflex capacity, interaction**

ability, and the ability to harmoniously combine all actions with the established vision and mission. d) Confidence: Self-confidence is very similar to courage because self-confidence is the same as accepting a challenge. Apart from that, he must have the courage to create challenges that the team must face and must be solved together with the team. e) Loyalty: There are only three directions of loyalty: up, down, and horizontal. In other words, leaders demand not only loyalty from their subordinates, but also loyalty to their subordinates and employees. Leaders must be able to listen and maintain team unity, so building trust requires a large cost (Halimahturrafiah et al., 2022).

To maintain survival and success in the face of continuous changes in the environment, organizations need to focus on efforts to improve their efficiency and effectiveness. One approach from a management perspective that can increase an organization's success in facing environmental changes is through organizational development. Organizational Development (OD) became known in the 1960s. According to Newstrom and Davis (1997) in Husaini Usman, OD is an intervention strategy that uses group processes to target overall organizational culture change in order to achieve the desired change. OD is important because existing reward structures are inadequate to reinforce conventional training, and because the rate of change is occurring so rapidly. Freud Luthans, Warren Bennis, and Richard Beckhart describe OD as a modern and planned approach that aims to empower the human resources owned by the organization. In conclusion, OD is a planned effort by an organization to face various challenges, changes and demands from both inside and outside, with the main focus on utilizing its potential. (From et al., 2023).

Handling conflict is very important because every type of change in an organization tends to cause conflict. Institutional changes, whether planned or unplanned, not only affect structure and personnel, but also create personal and organizational relationships that have the potential to give rise to conflict. If conflict is not handled well, it will disrupt the balance of resources and worsen the relationship between the individuals involved. Stoner suggests three ways to manage conflict: stimulating conflict in units or organizations whose work performance is low because the level of conflict is too small, mitigating or suppressing conflict if the level is too high or counterproductive, and resolving conflict with domination and mastery, compromise, or problem solving. overall (Taufiq et al., 2020) The Importance of Effective Organizational Team Performance

Effective organizational team performance requires various forms of skills so that a company can develop well and smoothly, these must be possessed by every employee. So old employees must be able to teach them regarding the culture that exists in a company. New

employees must also be able to adapt to the new company environment. So that the basic skills that exist in employees can emerge with stimulus or stimulation in the form of environmental factors, to achieve a good company, it depends on several internal and external factors. Various forms of communication include public communication, small group communication, interpersonal communication, non-verbal communication, and verbal communication.

1. Verbal communication is communication carried out verbally from one individual to another individual to convey the meaning or purpose of what he or she wants to say. Verbal communication can also be expressed in the form of letters. Then non-verbal communication is communication carried out between individuals without using spoken words.
2. Non-verbal communication is touch, close distance, facial expressions, eye contact, and so on without using spoken words.
3. Interpersonal communication is communication that occurs within an individual. Interpersonal communication means that all forms of expression only occur within the individual and outside the individual (other people) do not have the ability to understand interpersonal communication that occurs within a person, what occurs within the individual is a decision. to buy food when the individual is hungry.
4. Small group communication is a collection of individuals who can influence each other, obtain some satisfaction from each other, interact for several purposes, take roles, bond with each other and communicate face to face, the components contained in small group communication need to be involved, because If one component is missing it will affect small group communication.
5. Public communication is communication carried out by an organization or by a company using the media or directly face to face. There are various forms of barriers that prevent someone from making physical contact. One example of media used in public communication is media such as the Zoom application. The Zoom application can be used as an online meeting for companies that want to carry out public-based communications. Companies certainly need a meeting to develop the vision and mission for the purpose of establishing a company.(Najati & Susanto, 2022).

CONCLUSION

From the discussion above, it can be concluded that leaders must increase maturity and apply a leadership style that is appropriate to communication skills. Skills must also be acquired by managers and executives to communicate ideas to employees. What matters most is how

managers communicate this and their ideas to employees clearly. Based on the various explanations that have been discussed, researchers are of the opinion that situational leadership style is a leadership style in which the leader adapts his behavioral patterns and direction to the context of the organization he leads before taking action. To apply an appropriate leadership style, you can first identify and analyze the current situation. Since the ability to categorize things in this way is included in R4, it is assumed that R1 to R3 have a low or sufficient understanding of truth questions on the Internet. ¹ Some of these factors might be called inhibiting factors that influence the level of follower readiness in the creative digital industry.

Situational leadership has limits on the size of the work group that the leader can develop, meaning monitoring the maximum level of readiness of each follower is effective in small groups. This problem can be overcome by developing lower readiness levels of advocates with higher levels of readiness to support supervision. ¹² The follower readiness levels below correspond to the benchmarks set by the manager. Measures the level of readiness by providing general basic tasks that the leader wants to complete. Apply a leadership style that focuses on tasks and relationships with followers according to readiness. ²² Delegating followers with higher levels of readiness to can help monitor followers with lower levels of readiness as the work group grows into a larger group.

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