

The Situational Leadership Style Uses Information Systems Towards Employee Motivation In Bandung, Indonesia

Mochammad Haldi Widiyanto, Nova Indrayana Yusman

Abstract: Every employee must have motivation. Motivation is an encouragement that makes employees do something to achieve certain goals. Motivation is influenced by the desire to obtain extrinsic values such as satisfying salaries and wages, good working conditions, satisfying job certainty, and good social relations. Motivation is influenced by the desire to obtain intrinsic value. Leaders need skills to understand and create conditions where all members of the work team can be motivated which is the biggest challenge because each employee has different characteristics and responses to different conditions. In this study, the authors chose to study in Bandung company, Indonesia. which is one company that can not be separated from employee problems such as low motivation when dealing with certain problems and examine the theoretical impact leadership styles on the quality of management information systems

Index Terms: Leadership, Motivation, Information System.

1 INTRODUCTION

Management is a very important element for an organization to run well. Management involves all the management functions needed to achieve certain goals of the organization. [1][2][3], argue that the management functions include planning, organizing, preparing personnel, directing, and supervising. Every organization needs leaders and leadership because without this, organization and management become chaotic, and goals are not achieved. Leadership at this time, according to Blanchard, quoted [1] by is "influence". Kahar went on to say that leaders knew how to influence people and persuade them to demand high work. Every leader needs to have a leadership style that can build employee motivation to produce high levels of productivity. [4] explains leadership includes the process of influencing in determining organizational goals, influencing to improve the group and its culture, motivating followers' behavior to achieve goals. Providing the right motivation can cause enthusiasm.

Next [5] explains the four basic styles of situational leadership as follows:

- Instruction is related to leader behavior that is high in direction and low in support. This style is referred to as instruction because the leader gives full direction on what employees must do. In addition, decision making is also in leadership.
- Consultation is related to leader behavior that is high in direction and high support. This style is referred to as consultation because the leader is still giving direction to the employee and is followed by increasing consultation with the employee where the leader tries to hear the ideas and suggestions of followers. Furthermore, decision making is still in the leader.

- Participation emphasizes the behavior of leaders who are high support and low direction. This style is called participation because employees are considered capable of carrying out tasks so that the direction of the leader begins to decrease. Leaders and followers exchange ideas in decision making.
- Delegation is a leader behavior that is low support and low direction. This style is referred to as delegation because employees are considered to have the ability to do the task and can be responsible for decision making.

Motivation is influenced by the desire to obtain intrinsically value such as recognition of achievement, assignment of appropriate responsibilities, progress in self-potential, and appropriate work placement. Leaders need skills to understand and create conditions where all members of the work team can be motivated which is the biggest challenge because each employee has different characteristics and responses to different conditions. All of these are prerequisites for achieving effective employee motivation supported by an effective management and leadership environment. So is the nature of the board data frameworks in this study implies that the working of the data frame as a supplier of value the executive's information The style of the initiative, which means how a pioneer plays out the elements of initiative (authority capacities The style of authority are factors that influence the effective execution of bookkeeping data frameworks that are a piece of the management data frameworks Meanwhile, it uncovered that transformational initiative affects the accomplishment of data frameworks clients. It very well may be reasoned that the executive's style is one of the components that affect the nature of the executives in development frameworks. Based on the portrayal that has been expressed already, the writers are keen on doing a hypothetical investigation with the title: The Situational Leadership Style uses Information Systems Towards Employee Motivation in Bandung, Indonesia

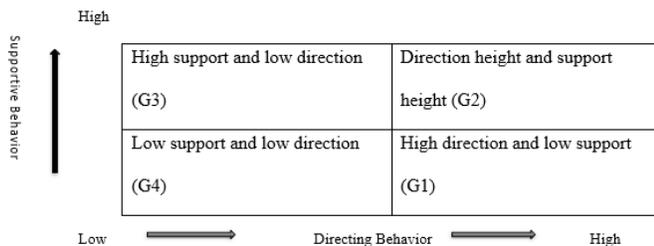
2 LITERATURE REVIEW

2.1 Situational Leadership Style

Hersey and Blanchard revealed a leadership theory known as the "Cycle Theory of Leadership". According to [6],[7], [8] and

- Mochammad Haldi Widiyanto, Informatics Departement, School of Computer Science, Bina Nusantara University, Jakarta, Indonesia 11480 . E-mail: mohammad.widiyanto@binus.ac.id
- Nova Indrayana Yusman, Informatics System Department, University Ma'soem, Jatiningor, Sumedang, Indonesia 45363 .E-mail: novaindrayana@masoemuniversity.ac.id

research that found that leadership styles tend to vary from situation to situation. To apply an effective leadership style must begin with diagnosing the situation as well as possible. Basically, in each leadership style, there are 2 main elements, namely the directive (directive behavior) and the support (supporting behavior) element. From these two elements the leadership style can be grouped or combined from the two main behaviors of the leader which then produces four basic styles of leadership.



Source: Hersey dan Blanchard

Fig 1. Four Basic Situational Leadership Styles

- **Instructions (G1):** Leader's behavior that is the high direction and low support. This style is referred to as instruction because the leader gives the full direction of what needs to be done by employees. In addition, decision making is also in leadership.
- **Consultation (G2):** Leader's behavior that is high in direction and high in support. This style is referred to as consultation because the leader is still giving direction to the employee and is followed by increasing consultation with the employee where the leader tries to hear the ideas and suggestions of followers. Furthermore, decision making is still in the leader.
- **Participation (G3):** Leader behavior that is high in support and low in direction. This style is called participation because employees are considered capable of carrying out tasks so that the direction of the leader begins to decrease. Leaders and followers exchange ideas in decision making.
- **Delegation (G4):** Leader behavior that is low in support and low in direction. This style is referred to as delegation because employees are considered to have the ability to carry out tasks and be responsible for decision making.

2.2 Power in Situational Leadership

In situational leadership, the term known as power is more interpreted as the potential for leaders to influence others to achieve common goals. [9] assume that there are five basic powers that they develop in relation to situational leadership, namely:

- Coercive power (punishment), the basis of this power is fear, with the influence of coercion expecting the emergence of obedience from the people affected and ultimately the existence of sanctions, including the matter of reprimand, even to dismissal if the problem is very serious.
- Legitimacy power, this power is based on position, so its influence on members and other leaders is more on their

position in the organization.

- Expert Power, where the influence of a leader is based on expertise, skills, and also the knowledge that can cause respect from members and among leaders of the organization itself and lead to compliance.
- The power of rewards, the influence of a leader given to its members or other leaders is more based on the incentives that can be provided to them, both material and non-material.
- Ruling power, members or other leaders arise more like or admire because of the personality that makes them influenced by the leader.

The application of power in situational leadership is indeed not easy. Many factors affect it. One of them is the maturity of its members. For example, whether the level of maturity of members is low, moderate, or high in dealing with or carrying out tasks. Some of the applications of power that have been mentioned can be applied in situational leadership, including:

- If in an organization members' maturity is generally low, what is needed is to direct, that is to explain the role of what must be done, the following when and how to do it with strict supervision. In this case, coercion is usually widely applied. It can also apply a leadership style called telling, which is telling or directing rather than giving encouragement.
- If in general, the members' maturity is relatively moderate, the leadership style commonly used is called selling. That is, directing and pushing. It could also be a style called participating. That is, involving them in making decisions if their level of maturity is high enough. The power that can be used is the power of legitimacy and the power of referents.
- If in organization members are generally high level of maturity, usually they need a little direction and encouragement because they are able to carry out their duties. The leadership style that can be applied is called delegating and the power that can be applied is the power of expertise.

2.3 Types of Work Motivation

In motivating employee work, the leader must know about the causes and consequences of the process of motivating employee work. Below are two types of motivation that used to be in information system era according to [10],[11], [12] namely:

- **Positive Motivation (Incentive Positive)**
In positive motivation, leaders motivate (stimulate) subordinates by giving rewards to those who excel above standard performance. With this positive motivation, employee morale will increase because in general people are happy to accept the fine.
- **Negative Incentive Motivation**
In negative motivation, leaders motivate subordinates with standards, if subordinates cannot meet the work standards set by the leader then they will be punished. With this negative motivation, employee morale in the short term will increase because they are afraid of being punished, but for the long term can result in unfavorable.

In practice, the two types of motivation above are often used by a company. Its use must be appropriate and balanced, so as to increase employee morale. The problem is when positive motivation or negative motivation is effective in stimulating employee passion. Positive motivation is effective for the long term, while negative motivation is effective for the short term. But the leader must be consistent and fair in applying it. Based on the foregoing it can be concluded that each employee will be motivated due to the positive and negative elements of the leader. In my opinion, to motivate employees, a leader must have a positive impact, for example creating a sense of ownership and responsibility to the company by each employee.

2.4 Management Information System Quality

In general, [13], the nature of the board data framework is characterized as a type of articulation of condition when the executive's data framework can create the executives' data as per client needs. Quality administration data got from the use of value in the board data framework. The principal job of the board data frameworks in an association is to deliver quality administration data.

3 GENERAL RESEARCH PLACES

3.1 State of Organization and Management

This research takes place in a company engaged in the production of jewelry boxes for export which stands in Cicalengka, Bandung Regency. In this study, the state of the organization will be discussed. where the case study in this study was initialized with PT X.

Afternoon Shift: 14.00 WIB - 21.00 WIB
 Night Shift: 22:00 WIB - 06:00 WIB
 2) Rest Time
 Non Shift: 11:45 WIB - 12:45 WIB
 Morning Shift: 12.00 WIB - 13.00 WIB
 Afternoon Shift: 18:00 WIB - 19:00 WIB
 Night Shift: 01.00 WIB - 02.00 WIB

4 DISCUSSION AND RESULTS

4.1 Description of Respondent Data

This study describes the influence of situational leadership style on employee work motivation at PT. X Case in Bandung, Indonesia. The purpose of this research is to find out whether the situational leadership style influences the work motivation of employees of PT. X. This study uses 32 This research was conducted by distributing questionnaires to employees randomly. The characteristics of respondents included in the study, grouped by sex, age, level of education, and length of work in the company. In the following table is a grouping of respondents by gender:.

Table 1. Characteristics of Respondents based on Gender

Gender	Number of Respondent	Percentage
Man	16	44,5 %
Woman	20	55,5 %

Source : primary data

Based on the table above, male respondents were 16 people or 44.5% of the total respondents, and female respondents were 20 people or 55.5% of the total respondents. So it can be said that the average employee of PT. X Indonesia is a woman..

In the following table shows the grouping of respondents by age:

Table 2. Characteristics of Respondents by Age

Age	Number of Respondent	Percentage
25-32	18	50 %
33-45	12	33,4 %
46-60	6	16,6 %
Total	36	100%

Source : primary data

Based on the table above, respondents aged 25-32 years are the most, consisting of 18 people or 50% of the total respondents, then respondents aged 33-45 years with a total of 12 people or 33.4% of the total respondents, and aged 46-60 years with a total of 6 people or 16.6%.

STRUKTUR ORGANISASI

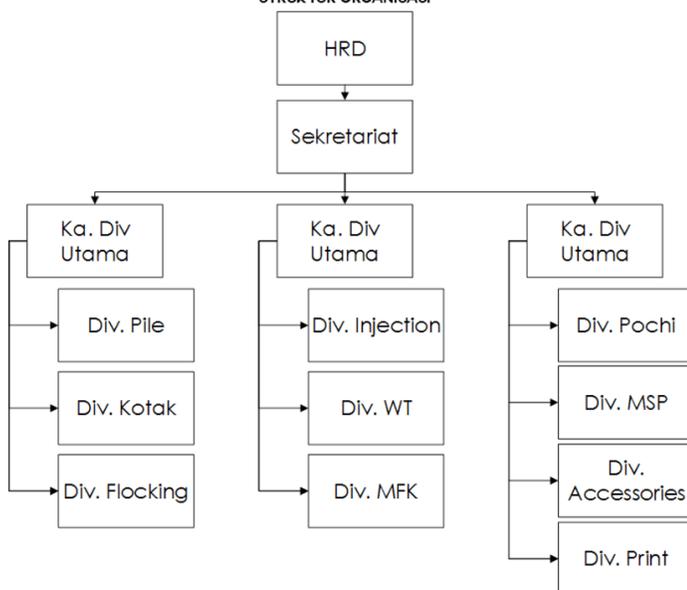


Fig 2. Organizational Structure of PT X Indonesia

Work and Rest PT X in Bandung, Indonesia

1) Work Attendance

Non Shift: 08.00 WIB - 16.00 WIB

Morning Shift: 06.00 WIB - 14.00 WIB

Table 3. Characteristics of Respondents based on Length of Work

Length of work (years)	Number Respondent	of	Percentage
1-10	3		8,3 %
11-20	26		72,2 %
21-30	7		19,5 %
Total	36		100%

Source : primary data

Based on the table above, grouping respondents based on length of work, most respondents are employees who have worked for less than one year to three years, namely as many as 54 people or 56.8% of the total respondents, then employees who have worked for 13 years up to 19 years were 23 people or 24.2% of the total respondents.

In the following table shows the grouping of respondents by education level:

Table 4. Characteristics of Respondents based on Education

Education	Number of Respondents	Percentage
Junior High School	3	8,3%
Senior High School	26	72,3%
Diploma 1	2	5,5%
Diploma 3	3	8,3%
Bachelor	1	2,8%
Magister	1	2,8%
Total	36	100%

Source : primary data

Based on the table above, the grouping of respondents by education level, the most respondents were high school level employees, 26 people or 72.3% of the total respondents, 3 people or 8.3% junior high school employees Diploma 1 are 2 people or 5.5%, Diploma 3 education are 3 people or 8.3% of the total number of respondents, Bachelor and Magister respectively 1 person or 2.8% of the total number of respondents

4.2 Discussion of results

Basically, this study aims to determine the effect of situational leadership style on employee work motivation at PT. X Bandung Indonesia. This study uses four independent variables namely situational leadership style with the instruction model (X1), the consultation model (X2), the participation model (X3), and the delegation model (X4). While work motivation (Y) as the dependent variable. For situational leadership style questionnaire respondents who received the questionnaire were only 32 people out of the total number of respondents 36 people because situational leadership assessment was only carried out by employees who were selected as respondents so that 4 people

were 1 HRD, and 3 Division Heads did not get the questionnaire regarding situational leadership style.

Table 5. Compilation of company policies

Employee involvement in the preparation of company policies	quency
Involved	3%
Not Involved	1%
Total	1%
Situation using information system	
Office Meeting	3%
Informal	4%
Total	1%
Affect work motivation	
Yes	
No	

Source : primary data

Based on the results of calculations for questions about the preparation of company policies as many as 23 people or 71.9% of the total number of respondents employees involved and 9 people or 28.1% answered not involved in preparing company policies. 21 people or 65.6% of the total number of employee respondents answered that they were involved in formulating policies during meetings at the office, and 11 people or 34.4% of the total number of respondents said they were involved only in informal situations, or situations where the leader entered the work environment and holding open meetings with employees regarding the formulation of company policies that will apply in the company. Although the formulation of company policies is not always carried out informal meetings at the office, there are still employees who are not involved in the formulation of these policies in the information system era. The included reason why they did not get involved was that felt did not have enough self-capacity to be involved in a policy formulation even though the leadership called on employees to participate in the preparation of policies that involved employees because of the policy that would apply was a policy on employee salaries. However, as many as 32 people or 100% of the total number of employee respondents answered that their involvement in the formulation of company policies affected their work motivation.

Table 6. Direction and advice regarding the duties of the leadership

The leader provides direction and advice for tasks that must be performed by employees	quency
Yes	1%
No	
Total	1%
Situation using information system	
Work Briefing	1%
Total	1%
Affect work motivation	
Yes	1%
No	

Source : primary data

Based on the results of calculations for questions about direction and advice from the leadership as many as 32 people or 100% of

the total number of respondents employees answered they get directives and advice from the leadership. As many as 32 people or 100% of the total number of respondents answered they received directives and advice from the leadership when the work briefing in the morning when they came to work, and in the afternoon when they had finished working. 32 people or 100% of the total number of respondent employees answered that directing and direct advice from the leadership affect employee work motivation. Because directing and direct advice from the leadership makes employees more enthusiastic to work and meet targets every day.

Table 7. Submitting criticism, ideas, and suggestions to the leadership

Convey criticism, ideas, and suggestions to the leadership	frequency
Ever	100%
Not Ever	
Total	100%
Situation using information system	
Work Meeting	1%
Informal	3%
Total	100%
Affect work motivation	
Yes	100%
No	

Source : primary data

Based on the results of calculations for questions about the submission of criticism, suggestions, and ideas to the leadership of 32 people or 100% of the total number of respondents employees answered that they had submitted criticisms, suggestions, and ideas to the leadership. Respondents said that they were happy to convey criticism, suggestions, and ideas to the leader because the leader always considered what the employees conveyed. For the delivery of criticism, suggestions, and ideas as many as 9 people or 28.1% of the total number of respondents employees choose to convey it when a meeting in the office takes place while as many as 23 people or 71.9% of the total number of respondents prefer to express it in an informal situation or through chat when leaders and employees are enjoying time off or outside the office as when carrying out a tour to the tourist attractions. According to respondents as many as 32 people or 100% of the total number of respondents responding that the freedom to convey criticism, suggestions, and ideas that they have to the leadership affects the motivation of employees because employees feel that they have the right to convey what they expect from the leadership and the company.

Table 8. Leadership involvement in solving problems

Leaders are involved to solve problems when there are problems in the work environment	frequency
Yes	100%
No	3%
Total	100%
Situation using information system	
Work Meeting	5%
Informal	5%
No Answer	6%
Total	100%
Affect work motivation	
Yes	100%

No	3%
----	----

Source : primary data

Based on the results of calculations for questions about the involvement of leaders in solving problems in the work environment as many as 25 people or 78.1% answered that the leader was involved, and as many as 7 people or 21.9% answered that the leader had never been involved in solving problems. Employees who responded that the leader had never been involved in solving problems gave reasons they answered no because they had never caused problems in the work environment either with colleagues or with their work. While the employees who answered that the leaders were involved in solving problems in the work environment were 5 people or 15.5% of the total number of respondents the employee answered the leadership helped solve the problem when meeting at the office, and as many as 20 people or 62.5% of the total number of employee respondents answering leadership helps solve problems in informal situations or family ways, as many as 7 people or 22% of the total number of respondents employees did not answer. 25 people or 78.1% of the respondents answered that the leaders who helped solve problems in the work environment affected their work motivation, while as many as 7 people or 21.9% of the respondents' employees answered this did not affect their work motivation at all.

Table 9. Leadership involvement in solving problems

The Chairperson monitors the employee's performance	frequency
Yes	100%
No	
Total	100%
Situation using information system	
Production target deadline	1%
Product packing for export	3%
Total	100%
Affect work motivation	
Yes	5%
No	5%

Source : primary data

Based on the results of calculations for questions about the supervision of employee performance by leaders as many as 32 people or 100% of the total number of respondents said that leaders sometimes supervise their performance. As many as 25 people or 78.1% of the total number of respondents answered that supervision was conducted when approaching the production target deadline, and as many as 7 people or 21.9% of the respondents answered that the leader conducts supervision when employees work on packing products for export. As many as 28 people or 87.5% of the total number of respondent employees answered this affected their work motivation, while as many as 4 people or 12.5% of the number of respondents said the employee did not influence on the grounds of the supervisor's supervision making their performance slow

4 CONCLUSION

Based on the description of the situational theory of leadership by using information systems that have been explained above

can be concluded if the objectives to be achieved in the context of situational leadership styles can affect performance and can also result in ineffectiveness of subordinates, there are situations where qualified users produce quality information. To measure the influence of situational leadership style in the information system era, it can be done such as involvement in forming office rules, giving direction and advice to employees, giving criticism and suggestions to superiors, being fully involved in solving problems with subordinates and monitoring the performance of subordinates. These things can help subordinates feel valued and will work in earnest so that the occurrence of effective and efficient work accompanied by proper management of the information system.

Information System through The Internal Control Systems : A Study on Ministry and State Agencies of The Republic of Indonesia," vol. 4, no. 6, pp. 156–161, 2014.

5 REFERENCES

- [1]. J. Boyd, B; Brent, "Journal of Leadership Education," *J. Leadersh. Educ.*, vol. 5, no. 3, p. 144, 2006.
- [2]. L. Syahadiyanti and A. P. Subriadi, "Diffusion of Innovation Theory Utilization Online Financial Transaction: Literature Review," *Int. J. Econ. Financ. Issues*, vol. 8, no. 3, pp. 219–226, 2018.
- [3]. M. H. Widiyanto, R. Aryanto, and C. Fadillah, "Multi-antenna spectrum sensing using bootstrap on cognitive radio for internet of things application," *Int. J. Recent Technol. Eng.*, vol. 8, no. 3, pp. 2620–2624, 2019.
- [4]. A. Solomon and R. Steyn, "Leadership style and leadership effectiveness: Does cultural intelligence moderate the relationship?," *Acta Commer.*, vol. 17, no. 1, pp. 1–13, 2017.
- [5]. P. M. Koech and G. Namusonge, "The Effect of Leadership Styles on Organizational Performance at State Corporations in Kenya," *Int. J. Bus. Commer.*, vol. 2, no. 1, pp. 1–12, 2012.
- [6]. H. Rahmanseresht and E. Yavari, "Relationship Life Cycle of Organizational and Leadership Styles (Case Study of Kermanshah City Administration, Government Agencies)," *Int. Rev. Manag. Mark.*, vol. 7, no. 3, pp. 288–298, 2017.
- [7]. D. Zigarmi, T. P. Roberts, and D. Houson, "Why a Situational Approach to Leadership Matters," pp. 1–10, 2017.
- [8]. P. Hersey and K. H. Blanchard, "So You Want To Know Your Leadership Style?," *Training & Development Journal*, vol. 28, p. 22, 1974.
- [9]. T. Henkel and D. Bourdeau, "A Field Study: An Examination Of Managers' Situational Leadership Styles," *J. Divers. Manag.*, vol. 13, no. 2, pp. 7–14, 2018.
- [10]. T. Kamdron, "Work motivation: Relationships with job satisfaction, locus of control and motivation orientation," *Int. J. Lib. Arts Soc. Sci.*, vol. 3, no. 6, pp. 125–148, 2015.
- [11]. M. Rožman, S. Treven, and V. Cancer, "Motivation and satisfaction of employees in the workplace," *Bus. Syst. Res.*, vol. 8, no. 2, pp. 14–25, 2017.
- [12]. A. P. Mangkunegara and T. R. Octorend, "Effect of Work Discipline, Work Motivation and Job Satisfaction on Employee Organizational Commitment in the Company (Case Study in PT. Dada Indonesia)," *Univers. J. Manag.*, vol. 3, no. 8, pp. 318–328, 2015.
- [13]. F. Accounting and D. Program, "The Quality of Accounting Information and The Accounting