



ANALYSIS OF LEADERSHIP STYLE BY USING THE MODEL OF HERSEY AND BLANCHARD

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ABSTRACT

Introduction/Main Objectives: This research raises human resources management within the crediting bank, where employees require reliable and competent leadership. Leadership is categorized as the concept of empowering when the leader shares direction, a support system, friendly, synergizing, and providing exemplary examples to his subordinates. **Background Problems:** Through scientific ways, this study attempted to respond to the research questions, which are: 1) how is the maturity of employees in the Anugerah rural bank located in Purwosari, 2) what are the applications of leadership styles, duty behavior, and relationship behaviors at there, and 3) in which quadrant of leadership styles of the chief of operational, general, administrations, and marketing department? **Novelty:** The current study engaged four situational leadership in a model. **Research Methods:** The survey design administered the questionnaire, interviews, and observation to the target samples. The data, then analyzed using descriptive analysis and the range scale. **Finding/Results:** The operational and general divisions reflect their leadership styles in quadrant II representing a consultation or low task and relationship behavior. Besides, quadrant III, which implies a participating leadership style with high task and relationship behavior, has been practiced by the marketing department. The administrative division tends to use the leadership style from quadrant IV or delegating with high task behavior relationship. **Conclusion:** Leaders can select any leadership style, but they must remain aware of task and relationship behavior. This recent study has many limitations; hence, the future researcher can apply other leadership styles under different conditions.

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1. Introduction

Many companies expect to compete for the highest possible profit with the smallest capital. A good company always thinks about its employees, colleagues, and anyone the company has a good working relationship with. The role of the leader in the company is vital because he is the brain of the company itself. A leader also determines the actions the company will take. Being a responsible and good leader is not an easy way. A good leader is someone who can direct and influence others to achieve the company's goals. He is expected to be able to make accurate and efficient decisions or policies for the company.

A leader, whom his employees admire, is an individual with high competence in understanding the subordinates' wants and desires. In addition, the leadership style is used to stimulate the assistants in various ways, either inside or outside of the company (Robbins, 2015). Meanwhile, leadership is defined as an activity to influence the behavior of others, or the art of influencing human behavior in either individual or groups (Thoha, 2015, p. 9).

It is a well-known fact that the advanced technology in the company is inefficient if a capable and reliable employee does not support it because it defines the reachable or unreachable the company targets. Employees who work following their functions will support the success of the goals. The role of a leader is equally important to this condition. A wise company leader must be able to give and try to pay attention to employee morale. Leadership understands his responsibility and brings each of his subordinates to explore their capacity to produce the highest achievement (Kadarusman, 2012).

It is no doubt that leaders potentially increase responsibility for tasks that have been given to employees in order to realize company goal line (Anthony, Felix. & Remiasa, 2019; Dermawan, Susilo, & Aini, 2018; Faizal, 2018; Hadi & Prasetya, 2018; Lagantondo, 2018). Increasing employee responsibilities is closely related to how the boss or leader can best develop his leadership style in the organization and trigger them to work under regulations to work optimally and achieve the targets. The current study also put an attempt to investigate the idea of leadership style. This scientific work join the four branches of leadership style in a model by generating deep comprehension of how a particular branch works for the employees in a specific arena.

Situational leadership is a leadership theory developed by Hersey and Blanchard, which states that a leader must adapt his leadership style to the developmental stage of his subordinates (follower development level). It is based on the extent to which subordinates are prepared to carry out a task, including the need for competence and motivation. The basis of the theory of situational leadership is that there is no best leadership style. This model lies in two fundamental concepts: a combination of leadership styles and developing employee maturity levels. Robbin & Judge (2017) explain that situational leadership has four criteria, namely directing leadership style. This first category occurs when the subordinates cannot carry out their duties or are afraid to try something new. This leadership style prioritizes leadership abilities in order to mobilize employees always to follow all forms of instructions in the work completion process.

The second category is classified into coaching. This situation occurs when the subordinates are less competent but have a

strong desire to work and try new things. In this case, the leader plays a more role in providing advice on implementing various jobs rather than ordering subordinates to do the work in detail. Thus, the leader must try to 'sell' various ideas on performing work more effectively and efficiently. The motivation of employees leads to becoming a further. Consequently, the subordinates can complete the task accurately and adequately (Thoha, 2015).

The third branch of situational leadership style is supporting. The subordinates have high competence, but they are reluctant or feel insecure about doing the job. Under this circumstance, the leader is expected to give direct instruction to what the subordinates should do. Employees have to mingle with their coworkers to carry out the job, which has already been imposed. In addition to giving orders, the chairman must also motivate employees to build self-confidence. They are trusted to be capable of running their duties.

Finally, situational leadership puts delegating in the last branch. In this kind of situation, employees have high competence and commitment to complete their job descriptions. Then, leaders can delegate the subordinates. As a result, leaders in this situation have a low focus on work and restrict relations with their subordinates. In other words, the workers require a little support from the leader as they have been working all this time independently.

Placing the four categories of situational leadership together in a model relies on several considerations. Regarding the types, there is no ultimate style which best for the chairman and employees. It means the leader can select and adjust the most appropriate model based on the condition and task. Second, a leader should consider the situation, whether the

communication among leader and employees run well or not. To sum up, a leader is possible to switch and apply a particular model because of the task and relationship behavior (Raza & Sikandar, 2018).

The rural bank (BPR - Bank Perkreditan Rakyat) is a crediting bank that accepts deposits, savings, and other equivalent forms and channel funds as a business. BPR sets up strategic locations to reach people. The BPR distributes credit from micro, small, to medium entrepreneurs and receives savings from the public. A branch office includes PT. Purwosari Anugerah. There is a high demand to be more professional bank and is expected to compete globally.

The phenomena raised in PT. BPR Purwosari Anugerah, relates to the leadership issues. Among numerous departments, the chief of operational division prefers to be more assertive and incriminating in running a routine without regard to employees' condition, whether they can accomplish the job or not. In comparison to the operational division leader, the public, financial, and marketing departments' leaders lack decisive leadership in giving orders. It is impacted on the number of offenses that arise in connection with the task force. Each division's leadership strives to improve the agency's integrity to improve or maximize the services provided to the community. The recent subordinate maturity shows that they have sufficient abilities to fulfill the agency's carrying out activities. However, this ability is not followed by efforts from the agency to develop employee potential.

Deciding on the precise leadership style under specific conditions is crucial because of the common factors of applying leadership styles (Henkel & Bourdeau, 2018).

It cannot be denied that the chairman's leadership styles are potentially congruent with followers' competence and commitment (Thompson & Glaso, 2018). This study focuses on the leadership style in the operational, general, administrative, and marketing sections, considering an essential role in supporting the company's activities and the relevant issues. Accordingly, researching scientific approaches will reveal how mature the company employees are, the submission of leadership styles, and in which position should the leader apply the preferred leadership styles.

2. Literature Review

According to Arifin (2014, p. 128) in a rectangular box depicting the situational leadership quadrant, task behavior is depicted in a horizontal line, while relationship behavior is depicted in a vertical line. To sum up, it informs how leadership styles cover task and relationship behavior.

Continuous subordinates are divided into four categories, and each level is represented by the letter of fourteen (maturity), namely, M1, M2, M3, and M4. The following is the detailed situational leadership model.

Figure 1. Hersey and Blanchard's Situational Model

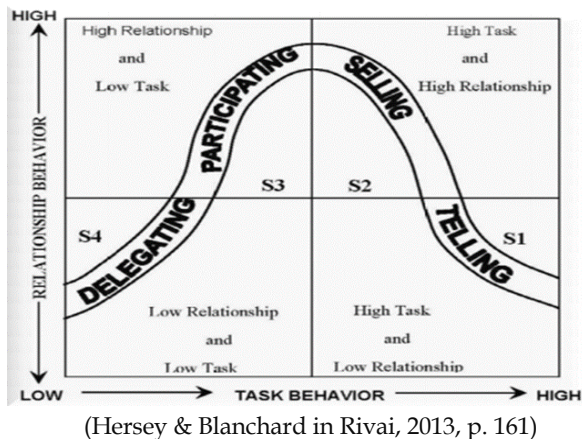


Figure 2. Level of Maturity

	High	Moderate	Low	
Mature ←	M4	M3	M2	M1
	Able and willing	Able but unwilling	Unable but willing	Unable and unwilling
				Immature

(Hersey & Blanchard in Rivai, 2013, p. 161)

Leadership style is the norm used when trying to influence the behavior of others. The fundamental behavior of leaders who get responses from their followers is when leaders realize a problem-solving and decision-making process, and then the four basic situational leadership styles can be applied to the decision-making process (Thoha, 2016, p. 13). The leadership style in decision making is presented in the following figure:

Table 1. Four Leadership Styles in Decision Making

Participating (G3)	Selling (G2)
Delegating (G4)	Telling (G1)

(Hersey & Blanchard in Thoha, 2017, p. 14)

There are several leadership styles in situational leadership theory, as mentioned below. The first is telling. It is the most appropriate leadership style for low follower readiness, emphasizes high task behavior, and limited relationship behavior. This style is known as directing, which highly orientates to one-way communication. The second is selling. This style is most suitable

for moderate follower readiness, emphasizing the high number of tasks and relationship behavior. The third is participating. This style is most suitable for high follower readiness with moderate motivation. This style emphasizes a high number of related behaviors but a low number of task behavior. The fourth is delegating. This style is most suitable for high follower readiness. This style emphasizes both sides, namely work behavior, and high relation behavior. The leadership style at this stage tends to shift responsibility for the decision-making process and its implementation.

Every leader has a different way from one another in leading an organization or company. Leader behavior is something that can be learned and trained to become an effective leader. leadership style is a behavior norm that a person uses when he tries to influence the behavior of others according to their views (Thoha, 2016).

Leadership style is a set of characteristics used by leaders to influence subordinates so that goals are achieved. Leadership style is a pattern of behavior and strategies preferred and often applied by a leader (Sedarmayanti, 2017, p. 131). In line with her, it is said that leadership style is a way for a leader to influence the behavior of his subordinates so that they are willing to work together and work productively to achieve organizational goals (Hasibuan, 2017, p. 162).

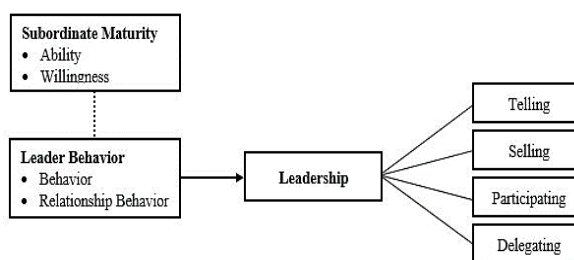
According to Rivai (2015, p. 42), leadership style is a set of characteristics used by leaders to influence subordinates to achieve organizational goals. It can also be said that leadership style is a preferred pattern of behavior and strategy that a leader often applies. Then, according to Robert, leadership style is the individual's ability to influence, motivate and make others able to

contribute to the organizational effectiveness and success (Robbins & Coulter, 2016, p. 156). It can be synthesized that leadership styles refer to the consistent models applied by the leader in the work environment. What patterns are performed must be under the perceptions of subordinates.

Situational leadership views maturity as the ability and willingness of a person or group to assume their responsibility (Flippo, 2013; Harbani, 2013). It directs their behavior in certain situations. Thus, it takes time to return that maturity is a concept related to specific tasks and to what the leader wants to achieve.

Based on the literature review, we created a conceptual research model to visualize leadership styles using the Hersey and Blanchard model. According to Sugiyono (2016, p. 60), conceptual research is a conceptual model of how theory relates to various factors considered necessary. Thus, conceptual research is an understanding that underlies the most basic comprehension and becomes the basis for the thought or process of the fundamental research to be carried out. The visualization of the research conceptual model design can be described as follows:

Figure 3. Research Model



Leader styles are the consistent patterns of behavior they employ in working with and through others as those people perceive them. Regarding the employees' maturity, the situational leadership style covers task-oriented behavior and relationship-oriented

behavior, and those behaviors have mutually influencing causal relations (Yukl, 2015, p. 140). Task-oriented behaviors include explicit instruction, well-job descriptions, and encouraging employees to perform their best effort in accomplishing duties, job control, and timekeeping. Moreover, relationship-oriented behavior boosts the employees by always paying more attention to all the complaints, discussing the works to be done, delegating the responsibility to decision-making, and continuing to strive to maintain good relations with employees.

Theories and empirical research investigating situational leadership styles have been done for decades with different scope and demographic respondents. Assessing leader styles in a company is possibly be essential information for providing appropriate direction and support for the employees (Thompson, G. & Glaso, 2018). Henkel and Bourdeau (2018) found that there were telling and participating among four leadership styles, which was predominantly applicable for the target samples. Furthermore, Zigarmi and Robert (2017) revealed three of four situational leadership styles reported frequently received and used. Those related studies have proved the effectiveness of situational leadership styles proposed by Hersey and Ken Blanchard, leader-follower congruence influence in all aspects.

3. Method, Data, and Analysis

This type of research is a survey research design. The researcher made observations, recorded the data as it is, and analyzed it. A research survey is research that takes a sample from a population and uses a questionnaire as a suitable tool.

This research is classified as a quantitative study with a questionnaire used as a data collection strategy (Ferdinand, 2014, p. 171). The questionnaire assessed the leadership style in the model Hersey and Blanchard played as a mediating role. The cross-sectional survey was carried out using total sampling with a total of twenty-five employees of four departments. They were the operational departments with seven employees. The general departments consist of 8 employees, the administration departments run the job with 6 employees, and the marketing department hires 4 employees. Measurement of all items was carried out using a 4 (four) point Likert scale (ranging from 1 = "Strongly Disagree" to 4 = "Strongly Agree"). Data analysis used descriptive analysis, which is used to describe the leadership style of task orientation and relationship orientation and describe subordinates' maturity (Ghozali, 2016, p. 19). The data analysis technique used in this research is scale range analysis (Umar, 2013, p. 78). The sum of scores reflects certain criteria from very low to very high.

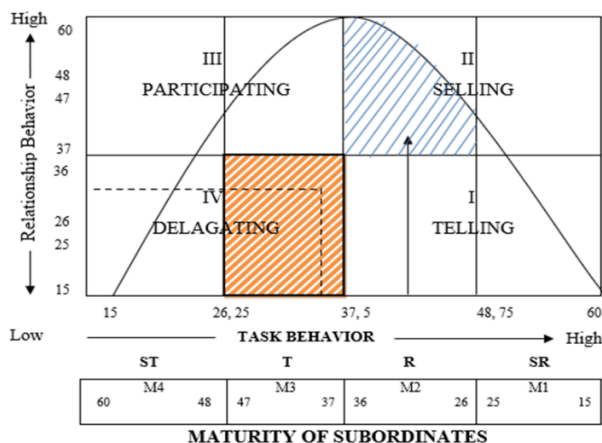
The scores of the range scale then draw into the diagram to determine which model represents the situational leadership styles. Based on the theory, Hersey and Blanchard define the four models (Yukl, 2015). First, when the maturity of subordinates is very low, the most applicable leadership is telling. Second, when the subordinate maturity falls in the low category, then appropriate leadership style is consultation. Third, when the maturity of subordinates is high, a proper leadership style is a participating. The last, a very high subordinate maturity indicates the leadership style of delegating.

4. Result and Discussion

The data described in this study was aimed to determine the tendency of respondents'

responses to the statements in the questionnaire. Therefore, the data description analysis was divided into responses regarding operational, general, marketing, and administrative departments.

Figure 4. Operational Situational Leadership Style



Source: Processed data, 2021

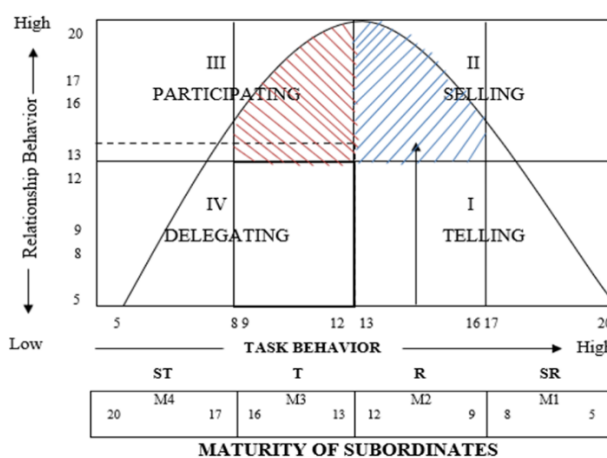
From the picture above, it can be concluded that the head of operations applies a delegating leadership style, which means that the task and relationship behavior ranks in the low level.

However, the leadership style applied in the operational division and the ideal proposed by Harsey and Blanchard is different. According to the theory of Hersey and Blanchard, styles in the quadrant II reflects the consulting leadership styles, because a low level of subordinate maturity means low performance in the task behavior and high employee relationship behavior. In contrast to what is happening in the company, subordinates' maturity is in a low category. Hence, the difference between the theory and the result of the study relies on the relationship behavior.

Referring to the interview while conducting research, employees assume that the interaction between their leader and them is less interactive. The leader feels less active in the daily communication, friendships, and responding to the

complaints. Slightly different from the employees' perspective, the leader thinks that he communicates to the employee-run so well. Under this circumstance, there is a national culture behind the different ways of communication among them. According to Vandayani et al. (2015) in their research findings, national cultures have a significant contribution on the leadership effectiveness.

Figure 5. Hersey and Blanchard's General Situational Leadership Style



Source: Processed data, 2021

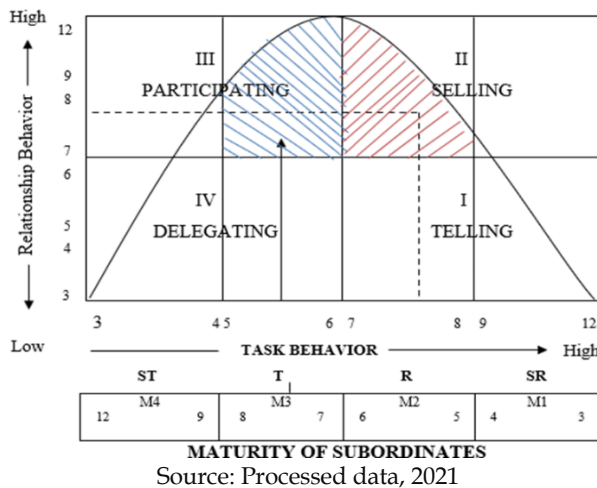
Based on the picture above, the chief of public departments adopts a participating leadership style. Related to the task and relationship, participating leadership styles mean the high rank of task and relations behavior.

Meanwhile, similar to the result from the last division, the public division leadership style is distinct from the theory of Hersey and Blanchard's leadership model. Although the attainment for the task and relation tends to high, the theory suggests consulting leadership style while the execution prefers to participating. Both theory and company share a mutual high rank. Unfortunately, the incision quadrant of the two is different.

Considering the perspective of leader and follower, they promote the involvement and cooperation of two elements in the assignment rather than consultation. This

finding relevant to Anthony & Remias (2019); Faizal (2018); Rahayu, Musadieq, and Prasetya (2017); and Setiawan (2017), who stated that participation takes into account the low maturity of subordinates with high task and relationships.

Figure 6. Marketing Situational Leadership Style from Hersey and Blanchard



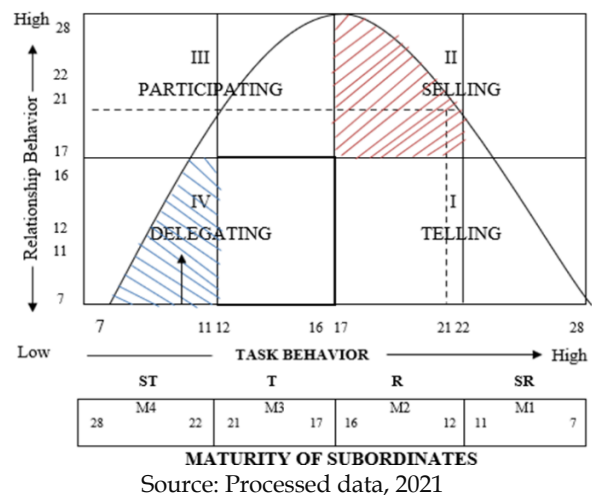
The figure above shows that the leadership style of the head of marketing departments is consultation. It is considered based on the high maturity, task, and relations.

From these results, it is known that the implementation and theory from Hersey and Blanchard are dissimilar. The recording data shows that subordinates' maturity is at a high level, followed by the same high level of task and relationship behavior. As a result, the leadership style adopts consultation. In the meantime, according to Harsey and Blanchard, when subordinates' maturity is high, task behavior is low, and relationship behavior is high, it refers to participation. The dissimilar point lies in the behavior of a task.

It is supposed to be low, but it reaches high performance in maturity, task, and behavior. This situation means an over placement in the company. Employees say that they feel overloaded task at hand. They

think the head of marketing does not participate in the job completion, particularly in selling the products and services. Nevertheless, the leader places their assistance to consult and multiple revisions to complete the job. The results of this study are related to the research of Hadi & Prasetya (2018); Lagantondo (2018) states that the maturity level of followers is at a high level, with the same high level of task behavior and relationships.

Figure 7. Hersey and Blanchard Administration's Situational Leadership Style



The figure above shows the very high category of employees' maturity, high task behavior, and high rank of relationship behavior. Consequently, the head of administration departments applies to use consultation leadership styles.

There is a different point of view between the actual application and the description of the theory. The theory believes that when the level of maturity is very high, the task and relationship behavior supposes to be equally low, and it comes to a delegating leadership style. Nevertheless, the task and relationship behavior in that department performs high achievement scores. These two comparisons go against each other.

Based on the condition during execution, the leader does not give direct instruction regarding the task completion and communicate one into another. Employees expect the leader to give them high opportunities to have sharing and discussion session about what they should do and how to maintain intimate communication.

The result of this study support the research of Lagantondo (2018); and Dermawan, Susilo, Aini (2018), who concludes the consultative situational leadership implies a high mortality rate of subordinates, high task performance, and high relationships, it provides proper leadership to the company.

5. Conclusion and Suggestion

Based on the study results, the maturity level of operational subordinates is low, and subordinates' maturity level in the general department is low. Then, the maturity level of subordinates in the marketing department is high, and the maturity level of subordinates in the administration division is very high.

Based on the analysis, the leadership style for the operational division is delegating with low task behavior and low relationship behavior. The leadership style in the general division is participating with high task behavior and high relationship behavior. The leadership style in the marketing department is consulting with high task behavior and high relationship behavior. The leadership style of the administration department is consultation with task behavior, including high relationship behavior.

Based on the discussions, it can be seen that Harsey and Blanchard told the head of the operational and general department that the leadership style is consultation and falls

in quadrant II. Harsey and Blanchard suggest adopting a participating leadership style, and it exists in the III quadrant of marketing heads. Harsey and Blanchard advised the head of administration to adopt a delegating leadership style and be part of quadrant IV.

Additionally, the current study requests more and in-depth constructive comments regarding all aspects. This study has the intent of contributing to the body knowledge and understanding of situational leadership behavior skills. Preferably, these findings are expected to help the company's head office adopt the most applicable styles necessary for success. Being an effective leader is no single solution to lead the subordinates. The managers should consider many things, including the situation and the styles practiced. Also, this academic works has implications for the situational leadership styles concepts for both educators and training providers.

Besides, this study restricted the several elements influencing the interpretation of findings. First, the small sample size and accessibility were constraints to meet the representative distribution of the population to whom results are generalized. Access to a larger target sample was denied in some ways by either the company or employees themselves. Second, the difference in theory and practice locating the quadrant resulted from the self-reported data. It could not be avoided the incongruent information among the subjects; in other words, the manager and the employees showed different experiences or feeling at some points. Then, cultural or other types of bias potentially became unanticipated challenges that emerged during the study. The research invited different sample profiles, supervisors, and employees. Each profile was possible to interpret style diversely, way of

communication in giving orders or direction, in either positive or negative connotations.

The flavors and flaws from this research are expected to inspire further researchers interested in Hersey and Blanchard's theory and its development. The upcoming studies might engage some other variables, like transformational, democratic, Laissez-Faire, and others, which might differ from the current studies. Therefore, either current or future researcher can be posted a unity finding in relevance to the leadership styles.

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