

ANALYSIS OF LEADERSHIP STYLE AT PT PREMIUM CENTRAL INDOSARANA BOGOR CITY

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ABSTRACT

This study aims to determine the Leadership Style at PT Premium Central Indosarana, Bogor City. This study uses a descriptive qualitative approach. Data collection techniques used in this study were observation, interviews, documents and triangulation. In addition, this study used SWOT data analysis to analyze the company's strengths, weaknesses, opportunities and threats. The results of the study show that leaders at PT Premium Central Indosarana Bogor City apply a democratic leadership style, which can be seen from several aspects of leaders who always conduct deliberations, accept ideas from employees, always provide motivation and enthusiasm for employees, leaders provide the right direction to subordinates. The impact of a democratic leadership style for employees is that it will provide or encourage work passion, morale, and high employee work productivity so that they can achieve the goals that have been previously set.

Keywords: Leadership Style, Democratic

1. INTRODUCTION

The business world in the current era of globalization has become increasingly advanced. Supported by several factors, one of which is the development of science and technology (Anwar, 2020; Widanengsih & Yusuf, 2022). The increasingly advanced development of science and technology will make it much easier for business people to find innovations and discoveries to facilitate a company's business activities. The developments that occur will have a very significant influence on companies, both companies operating in the service and non-service sectors (Anthoni et al., 2023; Dewi, 2017; Suryono, 2019). This can result in business competition between business actors getting tighter in the future (Hasoloan, 2018).

To be able to survive and compete with business players, companies must be able to consider all aspects that are directly related to the company's operational activities (Ismanto et al., 2023; Maghfiroh, 2022). Companies, as business actors, must be able to adapt to current developments. To compete, one of the most essential aspects of all is human resources, both companies operating in the service and non-service sectors. Because human resources (HR) are one of the critical factors in an organization, whatever the organization's goals, it is created based on a vision for the benefit of humans. In implementing its mission, it is managed and managed by humans (Riniwati, 2016; Syafruddin et al., 2022).

The survival and development of a company are seen not only from the company's finances, promotions, services, and the level of product quality but also from competent human resources in developing the company (Mathis & Jackson, 2016; Yusuf et al., 2022). According to Hamali (2018), "states that human resources is a strategic approach to skills, motivation, development and management of organizing resources". Human resources (HR) are significant for the company's survival to encourage the company to grow more advanced and develop. There are several ways to form competent human resources that suit the company's needs, namely:

1. Recruiting competent human resources that suit the company's needs is recruiting creative and qualified prospective employees and ensuring a healthy work environment.
2. A good leadership style and fair compensation will influence employee satisfaction at work, and ultimately, employees will work well according to their respective duties, work more optimally, and be enthusiastic about developing the company.

PT Premium Central Indosarana, which operates in the retail business of electronic goods and furniture with payments via cash and credit. PT Premium Central Indosarana places great importance on service quality and requires employees who can carry out company operations well and responsibly. Based on observations at PT Premium Central Indosarana, there is a phenomenon that if there is a problem, all related staff will gather together to find a way out or a joint solution. However, leaders sometimes need to be more receptive to every employee who provides suggestions for complaints and input for the company. The leadership will consider every input that requires a budget.

2. LITERATURE REVIEW

2.1 Leadership Style and Its Influence on Employee Performance

Leadership style has a crucial role in shaping employee performance in an organization. Leaders must be able to choose and apply an appropriate leadership style, create harmonious relationships between subordinates and superiors, and build a conducive work atmosphere (Afrianto & Wulansari, 2017; Efendi, 2020; Putra, 2015). According to Hadari Nawawi (2013), leadership style is the behaviour or method chosen and used by a leader to influence subordinates' thoughts, feelings, attitudes and behaviour.

Various other definitions also describe leadership style as a pattern of behaviour and strategies leaders use to influence subordinates (Indriyati, 2017). Leadership style includes behavioural norms, patterns, and how a leader influences others (Desthiani, 2018). Leadership style has a significant impact on employee performance. According to Hasibuan (2011), leadership style encourages work passion, job satisfaction and employee productivity. Therefore, a leader needs to choose a leadership style that suits the situation and characteristics of his team members.

2.2 Various Leadership Styles

According to Siagian (2015), there are five leadership styles: a. Autocratic: Leaders have full power without paying attention to employee needs, focusing on personal goals. b. Militaristic: Leaders use orders and demand high levels of discipline. c. Paternalistic: Leaders nurture and protect team members. d. Charismatic: Leaders have great appeal and loyal followers. e. Democratic: Leaders prioritize discussion and cooperation in achieving organizational goals.

2.3 Factors that Influence Leadership Style

Several factors that influence leadership style include the leader's personality, past experiences, superiors' expectations, colleagues' expectations, characteristics and behaviour of subordinates, task requirements, and organizational climate and policies (Mangkunegara, 2015).

2.4 Leadership Style Indicators

Leadership style indicators include a leader's traits, habits, temperament, character and personality. A leader's traits and habits are essential in determining his or her success in influencing employees and achieving organizational goals. Temperament, character, and personality are also subjective factors that influence leadership style (Sinambela, 2021).

3. RESEARCH METHODS

To uncover this phenomenon holistically, this research adopts a qualitative approach to explore leadership styles at PT Premium Central Indosarana. Bogdan and Taylor's (1990) definition, which states that qualitative research produces descriptive data in the form of written or spoken words from people and observable behaviour, is the basis for detailing this research approach.

The research location is at PT Premium Central Indosarana, at Griya Kedung Badak Housing Block C No. 15 Rt. 08/ Rw. 003 Ex. Kedung Badak, District. Tanah Sareal, Bogor City, over seven months from June 2022 to December 2022. The analysis unit involved the critical informant, Mr Jonathan (HRD), and FGD participants from various levels and departments of the company.

The data was collected through direct interviews with key informants and FGD participants as the primary data source. Additional data was obtained from journals, books, internet articles and interviews. Data collection methods include direct observation of leadership styles in the field, interviews with key informants and FGD participants, and reviewing documents related to leadership. Triangulation is used to ensure the correctness of information by comparing data from various sources.

Data analysis was carried out by considering the approach of Nurdin & Hartati (2019), which emphasizes data processing to form new information helpful in solving problems. SWOT analysis is a method of evaluating business conditions based on internal and external factors, focused on strengths, weaknesses, opportunities and threats. The findings of a simple SWOT analysis include the company's environment and leadership style, identifying internal and external factors and associated strengths, weaknesses, opportunities, and threats.

This research is expected to provide an in-depth understanding of the dynamics of leadership style at PT Premium Central Indosarana by utilizing data validity checking techniques recommended by Wekke (2019).

Extending the observation period, continuous observation, and triangulation were used to ensure data validity in qualitative field research.

4. RESULTS AND DISCUSSION

4.1 Research Result

The leadership style at PT Premium Central Indosarana, as reflected in the interview with Mr Samuel Wahyu Jatmiko, Unit Operations Manager, shows a balanced approach between authoritarian and democratic. Leaders tend not to show temperament, mainly because they know the potential negative impact on the team's mentality. However, at the end of the month, there was an increase in leader emotionality amidst the pressure of achieving sales targets.

Leaders prefer to provide support and motivation in managing employees rather than scold them. A strong warning is given, especially to salespeople who have not achieved targets for three months. Clear instructions and close supervision are implemented to anticipate potential problems. High-performance standards by SOPs are the focus, and evaluations are carried out regularly. Leaders actively motivate employees through various activities, including providing campaigns or door prizes. The work environment is maintained so that employees feel happy working. Regarding cooperation and communication, leaders emphasize cooperation in achieving company goals. Good communication is maintained, and leaders are always open about problems, facilitate discussions, and involve employees in company activities.

The leader's unique personality creates a close bond, like a second family for employees. The decision-making process involves employee participation, listening to complaints and choosing the best solution based on input. Based on the results of an interview with Mrs. Arin, an admin at PT Premium Central Indosarana, a clearer picture of the leadership style in the company is drawn. Leaders tend not to show temperament and focus more on providing support and motivation rather than scolding employees. Strong warnings are given as a form of support, especially related to achieving sales targets.

The instructions given by the leader are always transparent and detailed, accompanied by strict supervision of the performance and implementation of employee duties. The performance standards are low but are maintained per the SOP, while evaluations are carried out regularly monthly. Leaders are seen to be active in motivating employees by providing appreciation or campaigns and maintaining the work environment so that employees feel happy working. Besides that, leaders prioritize cooperation in achieving company goals, maintaining good communication, always being open regarding problems, and facilitating discussions.

Employee participation is appreciated by involving them in company activities, such as forums or campaigns, as a form of appreciation. The leader's personality is considered very good and creates family ties in the work environment, but it is not used as the only benchmark in decision-making. The decision-making process involves listening to employees' instructions before deciding on the next step. From the interview with Mr Jonathan, who has seven years of experience as part of HRD at PT Premium Central Indosarana, a comprehensive picture of the leadership style in the company is drawn. Leaders in this company show controlled attitudes and emotions, avoiding excessive expressions of temperament or emotions that can hurt team performance. Awareness of these impacts becomes the basis for avoiding unproductive behaviour. In managing employees, a nurturing approach is preferred by leaders rather than scolding them. Strong warnings are given as a form of evaluation, especially about sales targets, with leaders supporting employees who are having difficulty achieving targets. Providing clear and detailed instructions, often through pre-work briefing sessions, became a consistent policy. Supervision is carried out strictly to minimize potential errors in carrying out tasks. Performance standards by the company's SOP are kept from being too high, and evaluations are carried out regularly every month to improve strategies and reduce errors continuously.

Leaders actively motivate employees through various means, such as appreciation, campaigns, and recognition of employees who perform well. The goal is to create a fun and motivating work environment. Cooperation in achieving company goals is prioritized by leaders, who also maintain excellent and open communication regarding problems by facilitating discussions to resolve potential conflicts. Employee participation is valued, with leaders actively involving them in company activities as a form of appreciation for their contributions. The leader's personality is outstanding, especially in his ability to communicate effectively and create comfortable working conditions. The decision-making process involves listening to employees' instructions before deciding on the next step while still considering existing input and facts.

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The leader's personality is outstanding, especially in his ability to communicate effectively and create comfortable working conditions. The decision-making process involves listening to employees' instructions before deciding on the next step while still considering existing input and facts. Thus, overall, the leadership style at PT Premium Central Indosarana prioritizes a nurturing approach, provides motivation, and pays attention to employee participation to achieve company goals in harmony. Based on the results of an interview with Mr Zafran, a salesperson with two years of experience at PT Premium Central Indosarana, a detailed picture of the leadership style in the company was drawn.

Leaders tend to show temperament, mainly when sales targets are not achieved. Even though they rarely show emotion, there is a tendency at the end of the month that employee performance is not good. The leadership approach is more nurturing than scolding, with solid reminders regarding sales targets carried out through quarterly reviews, providing an opportunity for evaluation and support. The instructions given by the leader are very detailed, especially regarding sales targets, while supervision is carried out strictly to avoid violations. Performance standards are adjusted to the company's SOP, and regular monthly evaluations are carried out to improve strategies continuously. Active leaders motivate through rewards and recognition for good-performing employees, creating a pleasant work environment. Collaboration in achieving company goals is prioritized, with two-way communication maintained through regular discussion sessions.

Employee participation is valued, such as in donating activities when a tragedy occurs, as a form of appreciation for their contribution. Even though he is firm and a little cranky, the leader's personality suits the common good. The decision-making process involves first listening to employee input by finding solutions together. Even though the leader's personality is used as a benchmark, decisions are still taken based on discussion and consideration of input from the entire team. Overall, the leadership style at PT Premium Central Indosarana prioritizes a nurturing approach, provides motivation, and pays attention to employee participation to achieve company goals collaboratively. The interview results with Mrs Yaya, a supervisor with two years and five months of experience at PT Premium Central Indosarana, provide a comprehensive picture of the leadership style at the company.

Leaders in the company do not appear to show excessive temperament or emotional attitudes, with the awareness that this is important to create a safe and comfortable work environment for all employees. In managing employees, the management approach is more nurturing and motivating than relying on scolding. Performance evaluations, especially related to achieving sales targets, are carried out regularly every three months, providing opportunities for employees to improve their performance with the support provided. Active leaders provide clear and detailed instructions through briefing sessions before work, with strict supervision, to minimize errors in implementing daily tasks. Company SOPs set performance standards without setting targets that are too high. Regular monthly evaluations are a means of continuously improving strategy and overall performance.

Employee motivation is the main focus, realized through appreciation and giving rewards to employees who perform well, creating a pleasant work environment. Collaboration in achieving company goals is a priority,

with leaders always maintaining two-way communication through regular discussion sessions. Employee participation is valued and encouraged by involvement in various company activities and open discussions. The leader's personality is considered good, especially in effective communication, creating comfortable and conducive working conditions.

The decision-making process involves listening first to employee input, ensuring decisions are made simultaneously by considering multiple points of view. Even though the leader's personality is used as a benchmark, decisions are still taken based on discussion and consideration of input from the entire team, creating a collaborative leadership style that is responsive to the company's needs.

4.2 SWOT Analysis

Based on the interview results, it can be interpreted that when the researcher first visited the company, the researcher felt confused and uncomfortable. This feeling often arises for individuals who have just arrived in a new place. However, researchers are uncomfortable when an unprofessional employee interferes with personal matters in the work environment. The employee arrived home before the end of work hours.

SWOT analysis is an instrument for identifying various factors formed systematically, which are used to formulate a company strategy later. This analysis approach is based on strengths, opportunities, weaknesses and threats. From the results of the analysis carried out by interviewing PT Premium Central Indosarana, we can find out what.

The strengths, weaknesses, opportunities and threats faced by PT Premium Central Indosarana are as follows:

1. Strength

Strength or Strengths is a condition or situation which is a strength possessed by a company or organization that can have a positive influence now or in the future. Particular factors or other advantages can result in added value or comparative advantage for an organization. Based on the results of the analysis that has been carried out, the strengths of PT Premium Central Indosarana are:

Leaders who can provide appropriate direction to subordinates.

- a. He/She has a leader who can protect employees.
- b. Have a good family organizational environment.
- c. Receive input and complaints from employees.
- d. Always provide motivation and encouragement to subordinates.

2. Weakness

Weakness is a condition, weakness, or deficiency in the organisation's body. Weakness is a normal thing in a company or organization. However, the most important is how the organization can minimize its weaknesses. Which exists. Based on the results of the analysis that has been carried out, the weaknesses of PT Premium Central Indosarana are:

- a. Leaders rarely directly monitor employee work progress.
- b. Leaders only want to know the final results of the work.

3. Opportunity

All opportunities exist due to company policy, applicable regulations or conditions of the company, which are deemed to provide opportunities for employees at PT Premium Central Indosarana to develop and grow by providing career paths to employees.

4. Threat

What are the things that can cause harm to employees, such as getting a warning if they do not reach the target that has been determined each month? They will get a warning if they still have not achieved the target within three months.

5. CONCLUSION

After the author conducted research at PT Premium Central Indosarana Bogor City using a SWOT analysis of Leadership Style, it can be concluded that the leadership style applied by the PT Premium Central Indosarana Bogor City leader is a Democratic leadership style. The leaders of Premium Central Indosarana are very democratic; this is seen because they have an open nature and provide opportunities for subordinates to take an active role in making plans, providing input, receiving ideas from employees, accepting suggestions and

criticism from their subordinates, and often hold deliberations or open discussions regarding work or an activity that will be carried out together. A democratic leadership style can improve employee performance because leaders can build a comfortable working atmosphere.

SUGGESTION

Based on the results of the observations that have been made, the suggestions that can be given are

- a. Leaders need to pay more attention to the progress of the work being done by employees so that the work will be completed on time and with satisfactory results.
- b. For other research, combining other methods in analyzing Human Resources is recommended apart from using the SWOT method. Then, it is hoped that future research will use different research objects to develop SWOT analysis methods for different types of companies later.

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