

## Literature Study of Leadership Types in Indonesia

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### ABSTRACT

Leadership is an important part that is often found in every organization; it is also expected to be embedded in a leader, and is required in the management process in all types of organizations. The success of an organization in achieving its goals cannot be separated from a leader and his leadership. As time goes by and ages, there are many types of leaders. Moreover, in Indonesia, the role of a leader tends to be very much needed because it has various races, ethnicities and customs. This study aims to obtain information about the styles and types of leadership in Indonesia by using the theoretical study method according to experts, which is taken from several types of literature, both textbooks and journals. The data obtained are in the form of definitions and types of leadership. The results of the discussion define leadership style as a pattern of behavior shown in influencing, directing, and organizing a person or group to achieve goals. The type of leadership in Indonesia that is observed takes various forms depending on the point of view and level of importance. One of them is the view put forward by Yulk (2007), which states that there are 3 types of leadership based on behavior theory. Then in 2011, Wibowo presented 6 types of leadership with a wider group division.

### Keywords

Leadership, leadership style, leadership theory

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### Introduction

The rapid development of the world in various sectors not only affects advance of technology and information but also affects the science and point of view and way of thinking in a person. Many figures or figures from time to time are increasingly known for their personality, way of thinking, and leadership style that are characteristic in a person.

Various backgrounds of different leadership styles led many researchers to study and make research to get information about various theories related to leadership in the world, as discussed by Siswanto (2018) in his journal entitled "Donald Trump's Leadership and Turbulence of the World Order" (2018) in this journal discusses the policies of leaders of a country in this case the United States that has a significant impact in other countries, especially in countries that have close ties to the political and business side with the United States including policy that is controversial, namely the policy of defending the national interest (America First) leads to protectionist and American rebuilding policies that encourage the occurrence of diplomatic tensions.

Continuous research has also given birth to several studies that discuss the characteristics of the ideal leader, because each era or era has different needs and different demands to each of them who becomes the leader, if at the time of the Indonesian state is not yet independent the leader needed is a leader who is willing to bet lives or good at fighting strategies then in the millennial era is now far after independent the required leader character becomes more different that is the leader needed to be able to follow the development more advanced, modern and visionary, this was also discussed by Ni Putu Depi Yulia Pramesti and Dedi Kusmana in his journal entitled "Ideal Leadership in the Millennial Era" published in (2018) in which discussed interesting things about the ideal leadership style needed in the millennial era, namely; Digital Mindset, Observer and Active Listener, Agile, Inclusive, Brave to be Different, and Unbeatable.

In the organization of the process of regeneration of leaders requires someone with an ideal leadership style, by the challenges of the times, therefore every organization both government and business organization regeneration of its leaders held several stages of choice to get the most ideal leader character with the hope that the leader is able to bring his organization to make goals,

targets well and maximally by the challenges at the time and challenges ahead.

## Literature Review

### Leadership

Rivai and Mulyadi (2011) stated that leadership broadly includes the process of influencing in determining organizational goals, motivating followers' behavior to make goals, influencing achievements about the events of their followers, organizing and activities to make goals, maintaining cooperation and group work relationships, gaining support and cooperation from people outside the group or organization.

Stogdill (1974) in Northouse (2013) states that there are many different definitions of leadership, almost as many as the number of people trying to define it.

Bass (1990) states a number of definitions of seeing leadership as the focus of the group process. From this perspective, leaders are at the center of change and group activity. Thus leadership is also said to be a process of directing and influencing activities that have to do with the work of group members.

According to Uha (2013) leadership is the ability and art of obtaining results through activities by influencing others to make predetermined goals. Furthermore, leadership is the ability to influence others in this case subordinates so that they are willing and able to do certain activities even though personally it may not be liked.

According to Kartono (2011), the definition of leadership is that activities or art influence others to want to work together based on the ability of the person to guide others in achieving the goals desired by the group.

Meanwhile, according to House in Yukl (2009) says that: Leadership is the ability of people to influence, motivate, and make others able to give to the effectiveness and success of the organization. So from The House's opinion it can be said that leadership is a way of influencing and

motivating others so that the person is willing to give to the success of the organization.

### Leadership Style

According to (Tjiptono, 2001), the leadership style is an embodiment of the behavior of a leader about his ability to lead and interact with his subordinates.

According to Thoha (2013) that leadership style is the norm of behavior used by a person when the person tries to influence the behavior of others as he sees it.

According to Winardi (2000), the leadership style is an approach used to understand the success of leadership in relationships as we focus on what the leader is doing.

Meanwhile, Rivai (2014) stated that leadership style is a set of characteristics that leaders use to influence subordinates in order to achieve organizational goals or it can also be said that leadership style is a pattern of behavior and strategy that is preferred and often applied by a leader

Ronald Lippit and Ralph K. White in Winardi (2000) argue there are 3 leadership styles, namely:

1) Authoritarian, autocratic, dictatorial.

This authoritarian leadership style of leaders gives instructions definitively, according to willingness, emphasizing carry out duties, conducting closed supervision, permits very little or no subordinates who contact decisions, no suggestion of coming from subordinates, using coercion, threats and power to carry out discipline and make sure its implementation. Authoritarian-style leadership can only be applied in organizations that are facing emergencies because the joints of the organization's survival are threatened, when the emergency is completed, this style is immediately abandoned.

2) Democratic

Democratic style leadership is the ability to influence others in order to be willing to work together to achieve the goals that have been set by the way various activities that will be

carried out are determined jointly between leaders or subordinates.

3) Laissez-fair (freedom), Free-Rein (control-free), libertarian.

The application of liberal style leadership can bring benefits, among others, members or subordinates will be able to give their abilities. According to the description above, it can be known that leadership behavior tends to vary from situation to situation adjusted to the situation and condition.

The leadership style is growing as the times change.

According to Wibowo (2011), there are 6 types of leadership styles, consisting of:

1) Bureaucratic Leadership

This is the leadership style in the organization that the company needs, precisely after the policies and rules that have been set before. It is the leader's job to make sure that all rules are adhered to by employees. This leadership style in the organization is effective if employees do routine daily tasks. However, there is no room for creativity or innovative problem solving in a bureaucratic leadership style.

2) Participatory Leadership

Participatory style leads to the development of the trust and loyalty of subordinates to the leader, because the leader brings them into full consideration, using their skills and knowledge and taking their comments, before arriving at a decision. Participatory styles work very well where leaders have just joined the organization.

3) Transactional Leadership

This leadership works on the principle that when subordinates sign a contract to take part in a particular project, they follow all the decisions of their leader as the final authority. If the performance of subordinates is good, they will be rewarded and if their performance is below the expected standard, they will be penalized according to the written contract.

4) Transformational Leadership

The leader sells his vision to his subordinates, in the most interesting way. Leadership in a transformational organization motivates its subordinates in working for a given task with

great enthusiasm. The leader really cares for the welfare of his men and wants them to learn new things and fit his vision.

5) Charismatic Leadership

A charismatic leader, using his charm and ability to make others feel important, uses intelligent words to solve problems, and is able to gather many admirers. People are drawn to him and thus want to work for him.

6) Situational Leadership

It is adopted by a leader according to the prevailing situation. Several deciding factors such as the type of cooperation between team members and the various resources available.

According to (Yulk, 2007), leadership style based on behavioral theory, namely:

1) Task orientation

The orientation of the task is the behavior of the leadership who emphasizes that the task is carried out properly by directing and strictly controlling his subordinates. Leadership that pays more attention to the behavior of leaders, which leads to the preparation of work plans, determination of organizational patterns, exist organizational channels, communication channels, working methods and rules for achieving clear goals.

2) Relationship-oriented leadership style with employees (employ orientation)

Relationship orientation is leadership that pays more attention to the behavior of leaders that leads to peer relationships, mutual trust, mutual respect, and warmth of relationship between leaders and their nature. leader behavior that emphasizes motivating subordinates in decision-making processes related to their duties and developing friendly, trusting, and respectful relationships among group members.

### Leadership Indicators

Several indicators of leadership style to influence a person or group of people, Luthans (2009) suggests four factors that influence the leadership style, namely:

1) Charisma provide vision and mission, bring out a sense of pride, gain respect and trust.

- 2) Inspiration: communicating high expectations, using symbols to focus effort, expressing there is an important purpose in a simple way.
- 3) Intellectual simulation can: show intelligence, rational, problem solving carefully.

According to Bass and Avalio in Floriana (2013) presents the following dimensions of leadership:

- 1) Idealized Influence, the leader should be a good example, which can be followed by his employees, so that it will generate respect and trust in the leader.
- 2) Intellectual Simulation, leaders must be able to stimulate their employees to come up with new ideas and ideas, leaders should also let their employees become the problem solvers and give new innovations under his guidance.
- 3) Individualized Consideration, leaders must pay attention, listen to complaints, and understand the needs of their employees into assess how leadership is run in the Institution.

According to Kartono (2008), a person's leadership style can be seen and assessed from the following indicators:

- 1) Ability to Make Decisions. Decision making is a systematic approach to the nature of alternatives faced and taking actions that according to calculations are the most actions.
- 2) Motivating Ability. Motivating Ability is the driving force that results in a member of the organization willing and willing to move its ability (in the form of skills or skills) energy and time to organize various activities that are his responsibility and fulfill his obligations, to make the goals and various goals of the organization that have been predetermined.
- 3) Communication Skills. Communication Ability Is the ability or ability to convey messages, ideas, or thoughts to others with the aim of understanding what is meant well, directly or indirectly.
- 4) Ability to Control Subordinates. A Leader must have the want to make others follow his wishes by using personal power or office power effectively and in place for the long-term interests of the company. These include telling others what to do with a tone that varies from stern to asking or even threatening. The goal is for the tasks to be completed properly.

- 5) Responsibility. A leader must have responsibility to his subordinates. Responsibility can be interpreted as an obligation to bear, bear responsibility, bear everything or give responsibility and bear the consequences.
- 6) Emotional Control Ability. Emotional Control Ability is very important for the success of life. The better the ability to control emotions the easier a person will make happiness.

## Methodology

The method in this research is to use the method of literature studies in the form of theories according to experts obtained from textbooks or journals to get constructs on the definitions and indicators of leadership and types of leadership in Indonesia.

## Results and Discussion

Based on the results of theoretical studies according to experts from several literatures both textbooks and journals obtained constructs on the definition and type of leadership.

Leadership is the ability an individual has in achieving results by directing others to give and their abilities.

Leadership style is a pattern of behavior and that is shown in influencing, directing, and organizing an individual or group to achieve goals.

Leadership type According to Wibowo (2011), there are 6 types of leadership styles, consisting of:

- 1) Bureaucratic Leadership  
This is the leadership style in the organization that the company needs, precisely after the policies and rules that have been set before.
- 2) Participatory Leadership  
Participatory style leads to develop the trust and loyalty of subordinates to leaders,
- 3) Transactional Leadership  
This leadership works on the principle that when subordinates sign a contract to take part in a particular project,
- 4) Transformational Leadership

The leader sells his vision to his subordinates, in the most interesting way. Leadership in a transformational organization motivates its subordinates in working for the task given with great enthusiasm,

5) Charismatic Leadership

A charismatic leader, using his charm and ability to make others feel important,

6) Situational Leadership

It is adopted by a leader according to the prevailing situation. Several deciding factors such as the type of cooperation that exists between team members and the various resources available.

Leadership indicators contained in the leadership include:

- 1) Ability to make decisions, when becoming a leader there are several problems that arise and there are alternative options to make goals to need a leader to be able to make the best decisions in the hope of not harming the organization.
- 2) The ability to motivate, in directing other people need to be considered the motivation of each person, because the motivation contained in each person is the encouragement of willingness to do a good potential that can be used by a leader to move the person in terms of achieving the goals of the organization, the better a leader increases motivate his subordinates, the greater the potential output of the person to release his best contribution in achieving the aims of the organization.
- 3) The ability to communicate, the ability to communicate, to direct and control subordinates need to have effective communication, the communication between leaders and subordinates allows each subordinate to get clear instructions to avoid the risk of workmanship errors that will hamper the goals of the organization.
- 4) The ability to control subordinates, in changing situations, each organization has the challenge to continue to adapt to the developments and challenges that exist, so that it is not uncommon for every leader to lose control of the organization he leads, thus each leader will be accustomed to the changes and controls made by each leader. Losing control

can risk hampering opportunities to make the organization's goals.

- 5) Responsibility, in every decision or action taken by a leader needs to be aware of a great sense of responsibility. Responsibility is an obligation where a leader is obliged to bear everything or give responsibility and bear the consequences of any decisions taken in moving his members
- 6) The ability to control the emotional, controlling emotions is the most important thing that a leader must have. A leader must stay calm in taking the lead and when under pressure. So controlling emotions is the main provision that a leader must have.

### Conclusion

Based on the results of the research and the results of the discussion above, it can be concluded as follows:

- 1) Leadership is the ability an individual has in achieving results by directing others to give and their abilities.
- 2) Leadership style is a pattern of behavior and that is shown in influencing, directing, and organizing a person or group to make goals.
- 3) The type of leadership in Indonesia that has been observed is very possible for many types of leadership depending on the point of view and level of importance, such as the view expressed by Yulk (2007) there are 3 types of leadership based on behavioral theory, then in 2011 Wibowo presented 6 types of leadership with a broader division of categories
- 4) Indicators of leadership contained in the leadership include:
  - a. The ability to make decisions.
  - b. Ability to motivate.
  - c. Ability to communicate.
  - d. Ability to control subordinates.
  - e. Responsible.

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