

MANAGEMENT STYLE OF BUSINESS ORGANIZATION LEADERS IN INDONESIA: A MIXED STUDY



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Abstract

Leadership is crucial element in the pursuit of organizational objectives. The examination of the characteristics of a proficient leader remains a compelling area of research, given its perceived capability to address diverse challenges, particularly those related to the organizational systems and human resources. This research used a convergent parallel mix-method to reveal type and profile of organizational management style that are effectively applied in business organizations in Indonesia today. Quantitative results revealed that the majority of managers in Indonesia apply a basic leadership separation (separated) style because of the lack of task orientation and relationships, which when affective produce a managerial style bureaucrate and when ineffective apply a deserter style. Temporary results qualitatively showed that at least four dimensions assessed must be owned by one person's leader: capacity to think strategically (strategic thinking), skilled management of tasks (task management), professional, and capable manage people or teams (people management). Integration results found convergent data because there are suitability dimensions between

quantitative data and qualitative data related to management tasks and human management. Furthermore, it also obtained the results of the expansion from qualitative data was the emergence of the theme of strategic and professional thinking as a dimension that must be possessed by an effective leader in business organizations. Implications obtained based on the integration of quantitative and qualitative data analysis are perceptions that the profile ideal and effective leader can differ from what an individual applies inside the organization. As a result, even if the manager recognizes what capacities a leader should have, in practice, he may apply different styles and approaches.

Keywords: Style Management, Middle Management, Leadership Style, Mixed Methods

INTRODUCTION

The latest data released by 15Five's 2023 Manager Effectiveness Reports show that tracking software performance by employees such as camera scouts or application supervisors of Slack and Microsoft Teams, is ineffective due to the damage to the interconnection between the managers and their subordinates (15five.com, 2023). This survey involved 1000 employees and 1000 managers in the United States, which led to the conclusion that a significant challenge for HR is the severe disconnection between managers and employees including how each group evaluate the other on what matters most i.e. different expectations on leadership, productivity, and career growth and development in the company (Coleman, Rowland, & Robinson, 2012).

Managers are key players in determining employee involvement and organizational success. However, managers frequently struggle to lead because they lack the necessary skills to drive on-site engagement and moderate work development (Tjhin et al, 2023). As a result, employees no longer regard their managers as strong leaders (15five.com, 2023). Management is the ability to direct, guide, and motivate others to work in a way that is effective and superior to their task (Ramadhani, 2023). With these abilities, management will always need cooperation, organization, and teamwork to reach the goals and objectives that organizations have set (Lindh, 2013). However, style, character, and behavior in the end will distinguish between capable managers and those who are not in a successful organization. Managers also play a key role in promoting, building a team, directing goals and vision, and communicating for collaboration, working closely, and mutual honor between team members (Stoman, 1999).

In the hierarchical organizational structure, there are three levels of management: top managers, middle managers, and bottom-line managers. The division-level management is based on division duties and responsibilities assigned to managers (Stoner, Gilbert, & Freeman, 1995), (Putti, Kantz, & Wehrich, 1998). Top managers are responsible for the organization as a whole, setting direction and purpose for the policy organization, integrating and accommodating intermediate and operational planning, as well as directing more relationships with the outside environment of the organization. Several positions included in the top managers are Chief Executive Officer (CEO) or president, vice president, and director

(Straub & Attner, 1994) (Stoner, Gilbert, & Freeman, 1995). Meanwhile, middle managers consist of existing managers under top managers and bottom-line managers. Responsibility from the middle class in general are carrying out objectives and policies that have been set by the manager peak. They are also in charge of medium-term planning, preparing long-term plans for review by top management. Other strategic functions of middle managers are analyzing managerial performance to determine ability and readiness for promotion, setting policies for the division they lead, examining reports related to performance in their section and solving problems that hinder the performance of the department/division/unit they lead (Putti, Kantz, & Wehrich, 1998). While, first-line or lower managers are the lowest level of management in an organization who are responsible for managing specific work groups and carrying out operational work in the organization (Straub & Attner, 1994). Although they have different authorities, all of these managerial levels have the same needs, managing tasks and relationships within the unit they lead by supervising and directing the performance of their subordinates or teams. This function is assessed as more complex and happens to management intermediate because there is function accountability to top managers at a time and manage performance of lower management. Thus, this research highlights the middle leadership group because of the dynamics of their responsibilities.

Managers should encourage innovation in the workplace and embrace new ways of doing things to keep employees engaged in organizational affairs (Koziol-Nadolna, 2020). Function manager as an innovation is a principle of many successful businesses. Although sometimes innovation does not always lead to success or even failure, a great manager will realize it matters and still encourage employees to learn from their failures and try better to succeed in the future (Syarifuddin et al, 2024). Openly appreciating employees who is also considered part of the situation that a manager must create to support a healthy competitive climate within his team. This is in line with the dimension-orientation relationship that from the style of management popularized by Reddin in 1970, i.e., 3D management style diagnostic theory ((Reddin, 1970); (Pertiwi, Setyawan, & Sudirman, 2022)).

Management Style Diagnostic Test (MSDT) is one test used to determine the type of leadership based on the effectiveness of style management applied to the situation at work ((Reddin, 1970); (Pertiwi, Setyawan, & Sudirman, 2022)). According to Reddin, dimensions

measurement style management is based on the dimensions of orientation task (task-orientation) and relationship orientation. Task-orientation explained what extent a person manager strives himself and his subordinates to reach an objective organization. Managers who have a high orientation on this dimension will direct more than others through planning, directing, informing, scheduling, and introducing new ideas to achieve targets. Meanwhile, relationship orientation is defined as the extent to which a manager tends to bond emotionally with his/her team characterized by mutual trust, respect for subordinates' ideas, and consideration of their feelings. Those who have high connections on dimensions will form a good relationship through communication in two directions with the member team (Pertiwi, Setyawan, & Sudirman, 2022) (Reddin, 1970) (Cruz-Martinez, Solorzano, & Lucia, 2015).

Reddin has identified the existence of four leadership styles at high effectiveness and four styles at low effectiveness, this determines the style of leadership effectiveness that suits the demands of the situation. Knowing the leadership style, can help to adopt it in different situations. Although each individual has a dominant leadership style, he does not always stay in that style. For successful results, it is necessary to style leadership in various situations of management projects (Pertiwi, Setyawan, & Sudirman, 2022).

Reddin presents a style model for content leadership with a four-type base as follows:

1. Integrated Type: a high relationship orientation and an orientation of tasks (task-orientation), which are also high.
2. Related Type: a high relationship orientation and a low task orientation.
3. Dedicated Type: a low orientation relationship (relationship orientation) with a high task orientation.
4. Type Separate Type a low orientation relationship (relationship orientation) and an orientation task (task orientation), which is also low.

The dynamics of the four types of basic styles management models from Reddin can be seen in Figure 1.

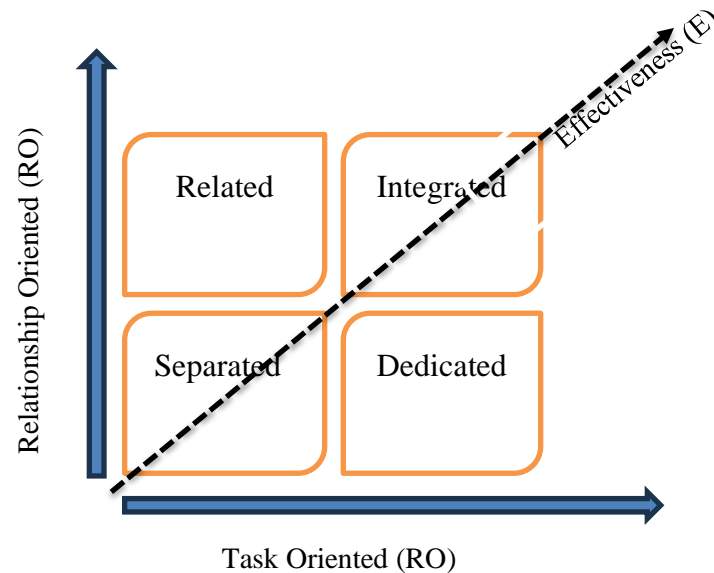


Figure 1.

Dynamics Basic Types of Management Style

Reddin then introduced the third dimension of 3D Management Style theory, namely effectiveness. It is the result of someone using the right leadership style in a particular situation (Pertiwi, Setyawan, & Sudirman, 2022). When these dimensions are applied to the previous two dimensions, they will produce eight more specific managerial styles, namely (Reddin, 1970):

1. Deserter: Presented by leaders who use low TO and low RO in an inappropriate. So that they cannot act effectively. They are passive leaders who do not want to be involved with their work. Leaders with this management style often show a lack of interest in tasks and relationships. They not only abandon their duties but may also hinder the performance of others through intervention or by withholding information.
2. Missionary: Presented by leaders who use low TO and high RO, where they are more concerned with organizational harmony than task execution. They are less effective leaders because they put ideas and relationships above other considerations. They think as the "good guy" by preventing in risking the disruption of relationships to get work accomplished.
3. Autocrat: Presented by leaders who use high TO and low RO in situations that aren't in line with the demands of their subordinates. Therefore, they are not effective enough.

Leaders who do not trust others show less care for relationships and belonging. A little trust in others, no fun, and just interested in tasks that are sudden and momentary.

4. **Compromiser:** Presented by leaders who use high TO and RO in situations certain for certain people, they therefore become ineffective. He is a poor decision-taker, be good and let it be himself, influenced by various parties. This type of leader recognizes the advantages of being task- and relationship-oriented but is unable or unwilling to make good decisions. Ambivalence and compromise are his main characteristics at work. The strongest influence on his decision-making is the most recent or heaviest pressure. This leader tries to minimize immediate problems rather than maximize long-term productivity, and also tries to keep people who can influence his career.
5. **Bureaucrat:** Presented by leaders who use low TO and low RO in appropriate situations so that they can act effectively. He is a leader who emphasizes rules and procedures for his interests as well as operates regulation and supervision with the method alone. He, including the careful leader, says that leaders are not truly interested in the task or connection but only follow the rules. This matter works well in situations structured with clear and implemented policies, criteria, objective performance, as well as universal. They have a more effective leadership style with the following rules and by maintaining an attractive mask.
6. **Developer:** Presented by leaders who use low TO and high RO in the right situation so that they can act effectively. They trust others and deeply frame the development of their subordinates in a personal way. He places implicit trust in others, sees his work as primarily concerned with developing the talents of others, and provides a work atmosphere conducive to maximizing individual satisfaction and motivation. He is effective because the work environment he creates is conducive to his subordinates developing commitment to themselves and to work. Besides being successful in obtaining high production, this leader also has concrete efforts to maintain a relationship orientation, which is shown by putting the personal development of others first before short or long-term production, even though this personal development may not be related to work and the development of successors to his position.

7. Benevolent Autocrat: Presented by leaders who use high TO and low RO in appropriate situations so that they act up in demand in an effective way. He is a manager who realizes what people want and how to achieve it without giving rise to anxiety in his subordinates. A leader with this management style places implicit trust in himself and is concerned with immediate and long-term tasks. He is effective because he has skills in encouraging others to do what he wants without creating resistance or resentment that results in lower production. He creates a way of working with some skill, shaping an environment that minimizes aggression towards him and maximizes subordinates' obedience to his orders.
8. Executive: Presented by leaders who use high TO and RO in the right situations, they become effective. This leader is maximizing other people's efforts in connection with short- and long-term tasks. He set a high standard for production and performance, as well as treating everyone well with his task. He acts as a strong motivator. Its effectiveness in obtaining results with second dimensions also leads in a way to optimal production.

Reddin, in his books and journals, examines the 3-dimensional theory of the management model of the intermediate leader. This describes an eight-type leadership style through a cube presented in Figure 2.

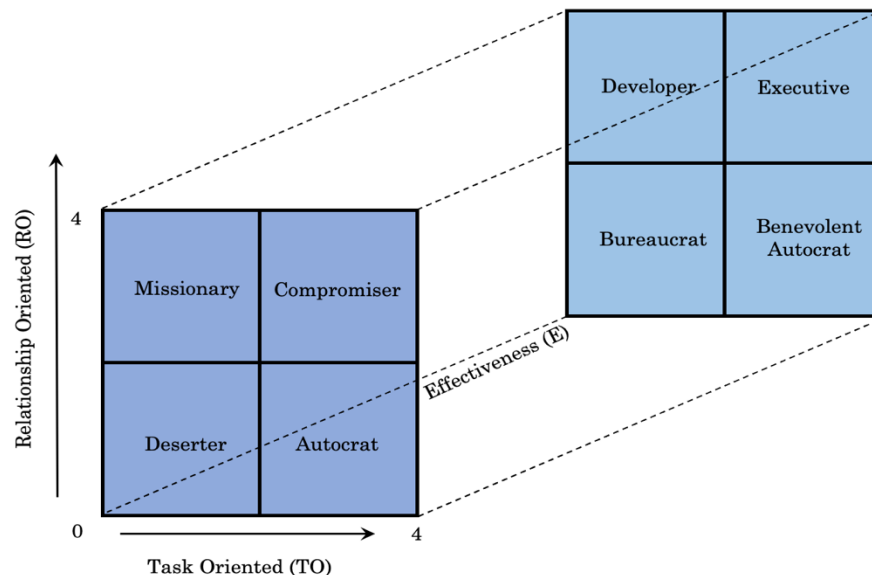


Figure 2.
D Management Style (Reddin, 1970)

The important distinction between the less effective type and the more effective type is often expressed in terms of the qualities a manager possesses. When one type of effectiveness is proposed, this means a return to trait theories of leadership. A better explanation of effectiveness would appear to go hand in hand with the extent to which the manager's style, a combination of task and relationship orientation, matches the stylistic demands of the situation.

The issue of which management style is most effective to apply and practice to obtain the highest productivity from all employees is still being debated today. Some styles are considered very effective and progressive because they lead to success, while others are considered to lead to total failure (Henderson & Silverstone, 2018). If there really is an effective management style, then why don't all organizations adopt it? Why are there still leaders in organizations who implement it without effective leadership? Every style of management has its advantages and disadvantages. A manager implements a certain style because it feels more suitable with his organization than other styles. This condition is also greatly influenced by the context and conditions within the organization (Lindh, 2013).

Research on effective management style applied in Indonesia is often studied in one business group, only such as government agencies ((Machmud & Hidayat, 2020), (Bija, Tunas, & Purwana, 2020),(Suryani, Vijver, Poortinga, & Setiadi, 2012) educational institutions, companies that are specifically engaged in certain fields only (Cahyono, et al., 2020) (Parashakti, Rizki, & Saragih, 2016) or several business organizations that exist on the same scale (Samsir, 2018). Researchers are interested in looking at these problems globally, especially in the field of business organizations or companies using the concept of managerial style popularized by Reddin (1970), who has found lots in research outside Indonesia (Cruz-Martinez, Solorzano, & Lucia, 2015). Therefore, the purpose of this research study is to obtain a profile of management styles in business organizations in Indonesia today, seen from a middle management perspective.

Our first research question (RQ1) is what management styles are most widely applied by middle leaders in business organizations in Indonesia today? Are these management styles effective or ineffective in the organization? While our second research question (RQ2) is what

is the ideal leader according to these middle leaders so that it is suitable to be applied in the organization where they work today.

RESEARCH METHOD

This study used a concurrent mixed-parallel method approach, which is a research procedure in which quantitative data and qualitative data were obtained simultaneously and then analyzed comprehensively to answer research questions (Creswell, *Research Design: Pendekatan Kualitatif, Kuantitatif dan Mixed*, 2014). Quantitative and qualitative data collection are independent of each other, and one data type did not inform the collection of the other type of data. The research process could be symbolized as quantitative (QUAN) and (+) qualitative (QUAL) (Morse, 1991). However, both collection results from these different types of data can be integrated to support and validate each other which is interpreted by as convergent or divergent results (Creswell & Plano Clark, 2011). The use of mixed methods in diagnosing organizational problems was also a strength for obtaining comprehensive data related to performance and other conditions within the organization (Oliver, 2017). The internal process of this study can be seen in Figure 3.

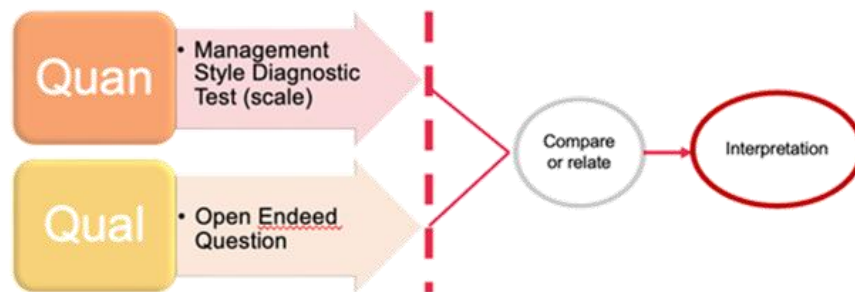


Figure 3.

Research Process with Convergent Mixed-Parallel Method

61 respondents are from various fields of industry businesses in Indonesia. All participants were recruited using a purposive sampling technique with the criteria of having held a position for at least 1 year as a middle leader, such as a supervisor or manager in their company, working in a company operating in the field business or profit-oriented, and owning a minimum of 2 subordinates. Data collection was carried out using the online form site from cognito.com, which consists of three parts. The first part is an explanation of objective general

research and information concerns; the second section is MSDT tests; and the third part is an open question.

Quantitative data collection used the Management Style Diagnostic Test (MSDT), carried out by participants with one of 64 pairs of statements was then analyzed to get a category about the style of management implemented by respondents in the organization. Data was obtained and analyzed with the MSDT scoring guideline that was done on the guide scale. Analysis results quantitatively were based on the MSDT scale categorizing respondents on style management or their leadership.

Meanwhile, qualitative data was obtained through questions where respondents filled in open-ended questions consisting of only one question that revealed their perceptions of how ideal and effective leaders are to manage a business organization today. This data was then organized with the use approach popularized by Braun and Clarke (2013) through 7 stages, namely: (1) transcription, (2) introduction reading, (3) coding, (4) searching theme, (5) theme review, (6) defining and naming theme, and (7) writing report. The flow of qualitative data in this study is presented in the figure below.

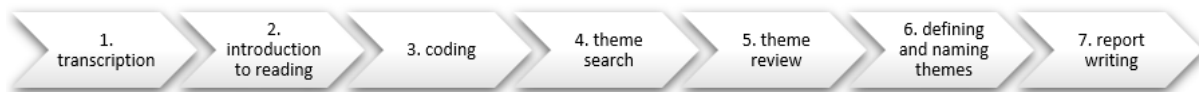


Figure 4.

Stages of Qualitative Data Analysis

Researchers used Maxqda 2022 application for stages 1 to 4, while the next stages were carried out manually through a discussion process between the research team. The process of finding themes in stages 4 to 6 was carried out by the researchers using the thematic analysis approach described by Moran-Ellis et al (Moran-Ellis, Alexander, Cronin, Fielding, & Thomas, 2004). This analyzed the findings of the data obtained by "following a thread" to gain further knowledge by looking for evidence of resonance that emerges from the data obtained (Kinley, Preston, & Froggatt, 2018).

RESULTS AND DISCUSSION

Quantitative Data Analysis

The first process that the researchers did after obtaining quantitative data was the data collection and analysis process related to demographic data. The spreading of respondents'

demographics was based on the type of gender, age, and field industry of respondents, as seen in Table 1.

Table 1.
Demographic Data Respondent

Demographics	Number (org)	Percentage (%)
Gender Type		
Man	45	74
Woman	16	26
Age		
21-30 years old	14	23
31-40 years old	35	57.4
41-50 years old	11	18
> 50 years	1	1.6
Field Industry/ Organization		
Automotive (distributor)	21	34
Banking	8	13
Retail	6	10
Mining & Gas Transmission	4	7
Food & Beverage	4	7
etc.	18	29

Based on Table 1, it is known that 74% of respondents are men, while the women who fill middle management positions in business companies in Indonesia are only 26%. This finding is actually in line with many previous studies on leadership and management that highlight the gender factor as one of the research focuses. What explains the failure of women to become managers? One possibility is that women lack "managerial ability" (Guiso & Rustichini, 2018). In Lucas's (1978) model, people self-select into management based on their expertise to manage inputs; if managerial ability is related to gender, then it may explain the small fraction of women in managerial positions. Alternatively, women may have different preferences about what is important for job choice (Guiso & Rustichini, 2018).

Many studies have shown that women differ from men in a variety of important aspects of their work choices (Guiso & Rustichini, 2018). A strong finding from field and experimental studies is that in representative samples, women are less willing to take risks than men (Kihlstrom & Laffont, 1979). By attitude, the latest evidence shows that women are

not comfortable enough with competitive pressure and, thereby, not willing enough compared to men involved in competitive situations such as bargaining (Babcock & Laschever, 2004), and matches (Gneezy, Leonard, & List, 2009). The role of feedback and competition in ranking based on performance evaluation is known to be important in organizations (Kuhnen & Tymula, 2010). Interestingly, the literature also shows that temporary performance by men improved with continued competition, while performance by women was not sufficiently progressive or even hampered in a competition management position (Gneezy & Rustichini, 2004). Therefore, women may self-select into occupations that are shielded from the competitive pressures of managerial positions (Guiso & Rustichini, 2018).

In terms of age, the respondents of this study were dominated by the age range of 31 to 40 years by 57,4% and the range of 21 to 30 years by 23%. This is in line with Super's career maturity theory, which explains that employees aged 25-44 years are in the Establishment phase, which is characterized by trial and seeking stability through work experience (Kosine & Lewis, 2008). Meanwhile, those above 50 years of age are the smallest group of respondents at only 1.6% because they are in the Maintenance phase, which is characterized by a continuous adjustment process to improve their position and work situation before retirement. However, some studies are less aligned with this Super theory, such as the research of Remenova et al. (2018), which concluded that there is no strong basis to confirm that increasing age and increasing experience will also increase the size and function of the team in the organization. By managing organizations today, the age of managers is a weak indicator of the duration or length of time a person has been in the position (Remenova, Skorkova, & Jankelova, 2018).

Furthermore, the researchers conducted scoring for the MSDT scale that has been filled out by respondents to know what style of management is most commonly implemented by managers, organizations, and businesses in Indonesia. This analysis divides respondents into one of the eight leadership styles described by Reddin (1970). The quantitative data of the distribution of management style profiles of research respondents can be seen in Figure 5.

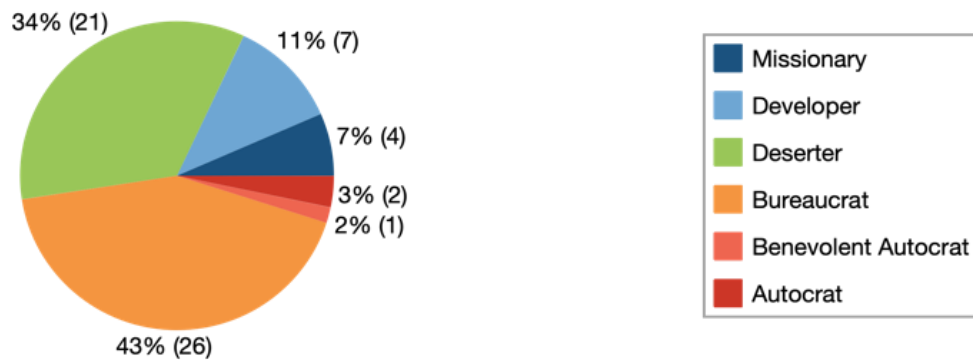


Figure 5.
Distribution of Management Styles

Based on the figure above, it is known that two leadership styles are most widely used by managers in business organizations in Indonesia today, namely Bureaucrat at 43% and Deserter at 21%. The bureaucratic managerial style pays minimal attention to both tasks and work relationships. Managers who have a managerial style with this model are very interested in organizational rules and want the rules to be carried out and maintained properly, while they will control the situation carefully.

Based on quantitative data results about distribution style management respondents, it can be concluded that the manager-company business in Indonesia applies a Separated leadership style. This style is included in the basic "separated" style because it shows low people/staff relationship orientation and low task/output orientation. When applied effectively in appropriate situations, the style used is bureaucratic, which delegates authority to subordinates to make decisions about what needs to be done. Meanwhile, when applied to inappropriate situations so that it is not effective, the style used is a deserter, which does not provide clear structure and moral support to staff at the time needed.

Another interesting point from the data on the distribution of management styles applied in Indonesia is that there are no respondents who have an integrated basic style. Leadership with this managerial style shows high task orientation and high people/staff relations. This style can be "Executive" when implemented in an effective situation characterized by the leader being skilled in meeting the needs of the group by setting goals, devising plans for achievement, but also being very attentive to relationships within the group

by actively encouraging the group to be cohesive and work hard in complying with group goals. Meanwhile, when this integrated style is not applied effectively, it means that the leader uses the "Compromiser" managerial style, which is characterized by always compromising with the team to solve problems so that it is not oriented towards resolving or achieving results.

Qualitative Data Analysis

The researcher conducted a thematic analysis of the results of the respondents' open-ended questions and narrowed them down to several themes that describe the characteristics of ideal leaders according to the respondents. The synthesis process of the emerging themes is shown in Figure 6 below.

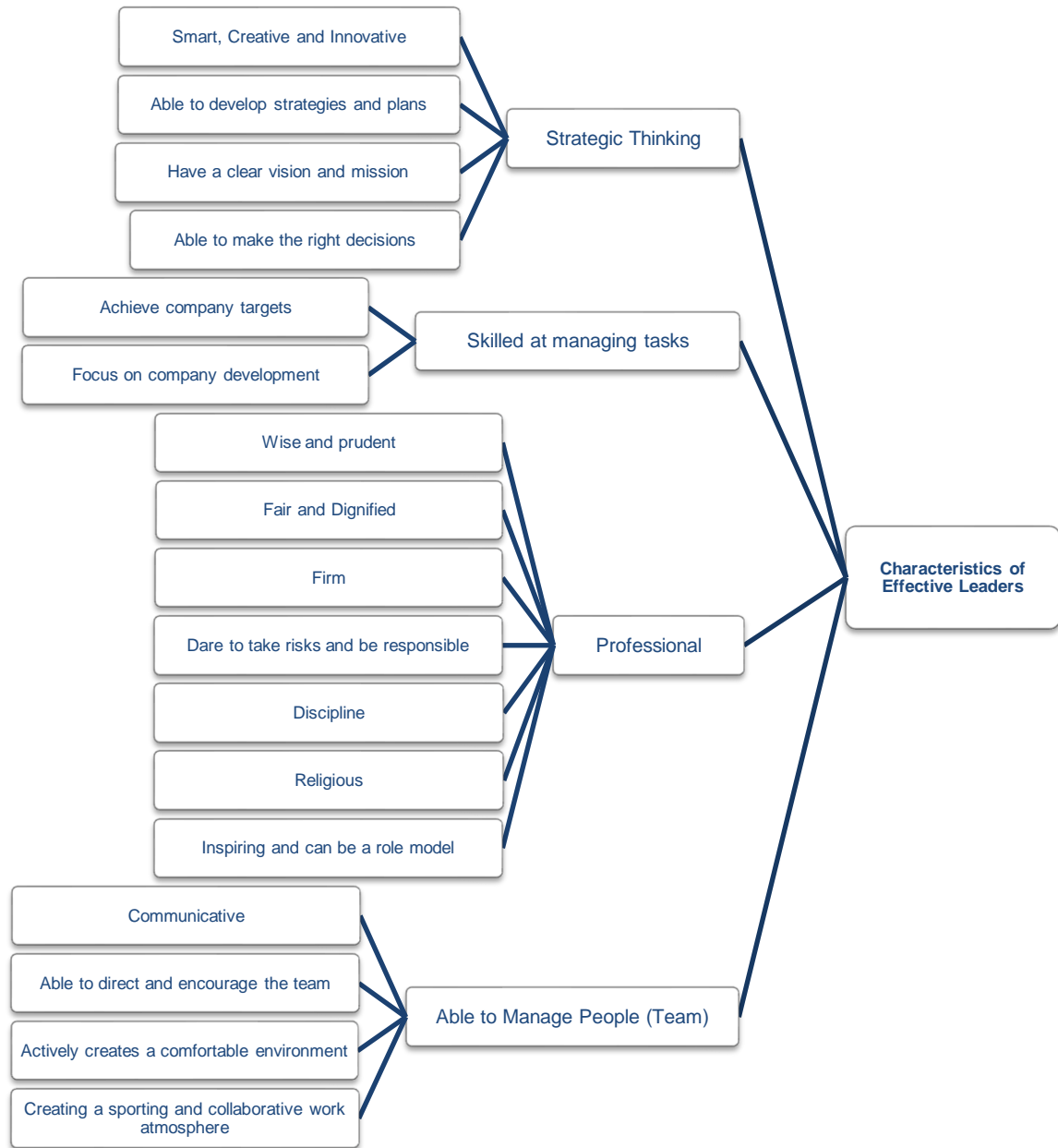


Figure 6.
Categorization Theme Qualitative

After going through the process of transcription and recognition reading, the researcher finds at least 17 subthemes based on the answers of the respondents. The 17 subthemes describe reliable indicators that must be owned by one person, a leader who is considered ideal or effective when given responsibility as a manager who can see the section

left. Of the 17 subthemes, the researcher then classified them into four main themes: own think strategically, skilled in managing tasks, professional, and capable manage humans (team). Four themes were reviewed and defined as follows:

1. Think strategically: ability to manage information, analyze, and solve problems in a systematic way to reach the vision and mission of the company.
2. Skilled manager task: ability to manage stages of task completion through planning and supervision of subordinates to achieve company targets.
3. Professional: having good character and personal characteristics as a leader characterized by being able to be fair and wise, disciplined, responsible, risk-taking, religious, and inspiring/exemplary to support the function as a leader. All of these personality traits are believed to be inherent in individuals who are able to provide effective management.
4. Able to manage a human or team: capable of optimizing resources through good relationships with subordinates, skilled in direct teamwork, and active, comfortable, sporty, as well as collaborative work.

Data Integration

After the analysis was separated into quantitative and qualitative phases, the next step in the mixed method is to interpret the data automatically, which is done through the joint-display presented in Table 2.

Table 2.
Joint Display Data Integration

Quantitative	Qualitative	Meta-Inference
43% of respondents implement a bureaucratic management style characterized by low TO and low RO. However, in the right situation, this model included one style of effective management.	Assessed leaders are effective in four areas: strategic thinking, task management skills, professionalism, and managing people or teams. <ul style="list-style-type: none"> • Ability to think strategically, characterized by being smart, creative, and innovative; being capable of strategizing and planning; having a clear 	Quantitative data results reveal that the majority of respondents, consisting of managers in intermediate positions, in various companies in Indonesia apply a leadership model with low-orientation tasks and low-orientation relationships. While their own personal perspectives on the description of an ideal leader include being able to manage tasks, and manage people which means that their
34% of respondents implement deserter		

style management characterized with low TO and low RO in situations that aren't appropriate, so that the leader acts ineffectively.

There are no respondents with executive and compromiser management styles characterized by low TO and low RO in appropriate (executive) and inappropriate (compromiser) situations.

vision and mission; and making correct decisions

- Skilled in managing tasks, characterized by achieving company targets and focusing on development.
- A professional has a positive personality from a characterized leader with wise, fair, firm, brave, take risks, discipline, responsibility, and inspiration.
- Able to manage a team showed by the ability to communicate, direct and encourage the team, actively create an environment of comfortable work, and create an atmosphere of sportsmanship and collaborative work.

personal perspectives expect a leader to have a high task orientation and relationship orientation. When looking from this point of view, the two data from different methods are **divergent**.

Hence, it can be concluded that the implementation of management style by leaders of business organisations in Indonesia differs from their perspective on how a manager should lead his team.

Integration of quantitative and qualitative methods found **convergence** as evidenced by:

- There are two dimensions that have relatively the same definition as Reddin's managerial style theory, namely task orientation (quantitative) with skilled task ability (qualitative) and relationship orientation (quantitative) with being able to manage people (qualitative).
- Meanwhile, Reddin's effectiveness dimension overlaps with the professionalism dimension in the qualitative data because this capacity is expected to lead to the effectiveness of a leader to achieve company targets as described in Reddin's effectiveness dimension.

Expansion dimensions of the leadership is also found with existing strategic thinking as a new dimension discovered through qualitative data findings. However, none of the three

dimensions of the Reddin's managerial style concept used in the quantitative method.

Discussion

Based on quantitative data, it was found that the management style frequently used in Indonesia is the managerial style, which is characterized as a leader who is authentic and ineffective, as displayed by the leader with a disciplined managerial style. Both of these managerial styles have a low task orientation and team relationship orientation. This basic separated managerial style is in contrast to the integrated style, which produces leaders who are highly oriented towards tasks and relationships with team members. This is evidenced by the fact that there were no respondents who implemented the executive or compromiser leadership styles. Therefore, the answer to the first question (RQ1) of this research is that middle leaders in business organizations in Indonesia apply the bureaucratic management style. This leadership style is classified as an effective model because it emphasizes rules and procedures for itself and carries out arrangements and supervision in its way. This type of leader is a procedural person based on rules and procedures, sincerely accepting levels of authority based on organizational structures, using formal communication in behavior.

Meanwhile, qualitative data in the study answered question second (RQ2) about the profile of an effective leader is characterized by four dimensions: namely, strategic thinking, skilled in managing tasks, professional, and able to manage teams/people. When compared with the dimensions of managerial style in Reddin's (1970) theory, basically, the characteristics of an ideal leader according to the manager's own perspective resemble the basic integrated managerial style because it emphasizes the ability to manage tasks (task orientation), the ability to manage teams (relationship orientation), and has a positive personality so that the leader is a professional person so as to increase the effectiveness of achieving organizational targets (effectiveness). These three dimensions are expected to be consistently present in effective leaders but it turns out to be the opposite in the quantitative data. Thus, the integration of the two data collection methods conducted found divergent results.

Data integration also shows that mixed method carried out in the research can provide a pragmatic advantages for collecting related data profiles, leaders with effective management styles because a qualitative response can provide something that can't be presented by the questionnaire (Driscoll, Appiah-Yeboah, Salib, & Rupert, 2017). Exploration of characteristics of an effective leader through qualitative data found an expansion with a new theme from what has been explained in theory style managerial previously, that is, cognitive aspect that must be considered in choosing a leader, especially in terms of ability to think strategically. Although this theme did not appear in the dimensions of the managerial style theory popularized by Reddin (1970) this is actually not a completely new thing because it has been explained in other studies. Leaders who have good skills in rational thinking and constructive thinking are predicted to support extra effort from their followers to be more involved in the process of achieving team targets, can manage conflict effectively, can devise tactics to influence effective teams so that they will achieve more optimal organizational results (Cerni, Curtis G, & Colmar, 2014). In addition, critical thinking skills are very significant to increase the chances of developing leadership abilities (Mahdi, Nassar, & Almuslamani, 2020). Effective leadership can also be fertilized by developing capacity in leaders. Leaders' increased awareness of their information processing and thought systems can foster more productive transformational leadership techniques (Cerni, Curtis G, & Colmar, 2014).

The difference in leadership styles used by middle-class leaders in Indonesia is an interesting finding from this study. The basic split leadership style was found to be applied most by middle leaders in business organizations in Indonesia compared to other managerial styles. This contradicts their assessment of effective leaders who are expected to have high components of task orientation, relationship, professionalism, and strategic thinking. Why would a leader apply different managerial styles when they understand how a leader should act? This condition can be explained through the expectancy theory popularized by Victor Vroom in 1964, which argues that individuals' motivation to perform a particular task is based on their belief that their efforts will lead to high performance, which leads to the achievement of expected results (Vroom, 2006). These results are apparently represented through obedience to work rules and procedures that have been determined by companies in

Indonesia. The emergence of the autocratic leadership style as the most widely applied leadership style by companies in Indonesia proves that the process of completing tasks and achieving targets while still paying attention to applicable rules is the most highlighted thing by leaders to determine the achievement of organizational targets.

Limitations of Study

The first limitation of this study is the use of strategic methods: strategy alongside triangulation to determine convergence validity, which according to Creswell (2009, p. 214) requires considerable effort and expertise to learn phenomena in a way adequate with two separated methods. Besides, the challenge for comparing results from the MSDT test (quantitative data) with findings question open (qualitative data), which is still not enough explorative because the team researchers analyzed only three people and only one question. Therefore, more research teams should be involved to ensure unbiased interpretation and comparison of scale data with open-ended questions through continuous cross-checking. Another limitation in this study is that effective leadership is also obtained through one party, that is, the leader himself. Involving the perspectives of top management and subordinates can also make this research more interesting and an exploration of qualitative data can be done with a cluster model so that the data obtained is believed to be richer. In addition, the option of conducting in-depth interviews in future studies should be considered to obtain richer information related to the profile of leaders in business organizations in Indonesia.

Another thing that is necessary to highlight in this study is trying to explain leadership profile through the style of managerial organization business in Indonesia with subjects from various fields of business. Previous studies mostly highlighted limited from certain business fields such as manufacturing (Novitasari, Sasono, Santoso, Sudiyono, & Asbari, 2020) (Adam, Indradewa, & Syah, 2020) (Purwati, Budiyanto, Suhermin, & Hamzah, 2021), service company (Purwanto, Bernarto, Asbari, Wijayanti, & Hyun, 2020), telecommunication companies (Wasono & Furinto, 2018), mining or oil mines (Triharjo, Aima, & Sutawijaya, 2019) and so on. The results of these studies use the concept of leadership with various approaches and specifically describe the application of leadership styles that are unique to the organization. Likewise, the scale of the company's business that has been studied also in large and small to medium scale (Samsir, 2017) will lead which can also vary. However, in this

study, all types of industries with small to large scales are involved, which ideally provides richer results from various variations in the scale and type of organization. However, this is difficult to conduct as the number of research respondents is not evenly distributed both by scale and industry, thus it requires a stronger and more representative respondent selection technique in future studies.

CONCLUSION

The leadership style adopted by business organization leaders in Indonesia is greatly influenced by various factors, including local culture, social values, and industry context. Based on a mixed study approach, which combines qualitative and quantitative methods, it was found that leaders in Indonesia tend to adopt a flexible leadership style, with a combination of authoritarian and participative styles, depending on the situation faced by the organization. Indonesian business leaders, in many cases, prioritize strong interpersonal relationships and collectivist values in decision-making, reflecting the strong influence of Indonesian culture in the business world. However, this study also revealed that leaders who are able to adjust their leadership style to the needs of the team and the challenges of the organization tend to be more successful in improving company performance. Thus, an inclusive and communicative leadership style has been shown to increase employee satisfaction and organizational productivity. However, many leaders still face challenges in adapting their style along with changes that occur in the business world, such as modernization, digitalization, and globalization.

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