

# **APPLICATION OF MANAGER'S LEADERSHIP STYLE OF PT. PERKEBUNAN NUSANTARA II, III, IV IN NORTH SUMATERA**

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## **Abstract**

PT. Perkebunan Nusantara (PTPN) II, III, IV in North Sumatera is a State-Owned Enterprises. This company is the largest state-owned plantation company in Indonesia. So that the government expects these companies can provide the best performance as well. The purpose of this study is to get a picture of the application of situational leadership styles of managers including obtaining the maturity level of subordinates in carrying out work in various situations. Maturity level is generally based on two main factors - ability and willingness to subordinate subordinate. The population of this study are employees of PTPN II, III, IV in North Sumatera that have mid-level manager positions. Sample of 242 respondents.

Type of research is descriptive analysis of studies in which this study aims to obtain a picture of the application of situational leadership style state-owned plantation manager PTPN II, III, IV in North Sumatera. Measurement data using situational leadership questionnaire design Hersey and Blanchard (1992:34).

The results have significance for PT Perkebunan Nusantara II, III, IV in North Sumatera and also for state-owned plantations. The results of this study found that managers have a broad range of leadership styles. This means that every manager can apply different leadership styles depending on the situation of the work of subordinates. Although managers have a wide range of styles that does not mean that managers can make effective leadership. This depends on how managers can respond to the maturity level of subordinates. Furthermore, the study found that leadership styles most often used is the leadership style of selling. Selling leadership style is recommended for moderate maturity level subordinates to high. In this situation the subordinate situation is to have a low capability but have the willingness to do the job. Selling leadership style and its application in guiding the task is designed to improve performance through a persuasive approach.

Key words: leadership styles, situational leadership, maturity level of subordinates, the work situation, the effectiveness of leadership

## Abstrak

PT Perkebunan Nusantara (PTPN) II, III, IV di Sumatera Utara merupakan Badan Usaha Milik Negara. Perusahaan ini merupakan perusahaan perkebunan milik negara terbesar di Indonesia. Sehingga pemerintah mengharapkan perusahaan ini dapat memberikan kinerja yang terbaik pula. Tujuan penelitian ini adalah untuk mendapatkan gambaran penerapan gaya kepemimpinan situasional dari manajer termasuk untuk mendapatkan tingkat kematangan bawahan dalam melaksanakan pekerjaan dalam berbagai situasi. Tingkat kematangan secara umum berdasarkan dua faktor utama – kemampuan bawahan dan kemauan bawahan. Populasi dari penelitian ini adalah para karyawan PTPN II, III, IV di Sumatera Utara yang mempunyai posisi manager tingkat menengah. Sampel berjumlah 242 orang.

Jenis penelitian ini adalah penelitian deskriptif dimana tujuan penelitian adalah untuk mendapatkan gambaran penerapan gaya kepemimpinan situasional yang diterapkan oleh para manajer di PTPN II, III, dan IV di Sumatera Utara. Pengukuran data menggunakan menggunakan kuisisioner kepemimpinan situasional yang berasal dari teori Hershey dan Blanchard (1992:34).

Hasil penelitian mempunyai arti penting bagi PT Perkebunan Nusantara II, III, IV di Sumatera Utara dan juga bagi perkebunan Badan Usaha Milik Negara. Hasil penelitian ini menemukan bahwa para manajer memiliki rentang gaya kepemimpinan yang luas. Hal ini berarti setiap manajer dapat menerapkan gaya kepemimpinan yang berbeda bergantung kepada situasi kerja bawahan. Meskipun manajer memiliki rentang gaya yang luas tidak berarti manajer dapat menjadikan kepemimpinannya efektif. Hal ini bergantung pada bagaimana manajer dapat menanggapi tingkat kematangan bawahan. Selanjutnya, penelitian menemukan gaya kepemimpinan yang paling sering digunakan adalah gaya kepemimpinan *selling*. Gaya kepemimpinan *selling* direkomendasikan untuk tingkat kematangan bawahan yang moderat ke tinggi. Dalam situasi ini situasi bawahan adalah mempunyai kapabilitas yang rendah tetapi mempunyai kemauan melakukan pekerjaan. Gaya kepemimpinan *selling* dan penerapannya dalam penuntun tugas dirancang untuk meningkatkan kinerja melalui pendekatan persuasif.

Kata kunci: gaya kepemimpinan, kepemimpinan situasional, tingkat kematangan bawahan, situasi kerja, efektivitas kepemimpinan

## BACKGROUND

The government will prioritize the improvement of the overall state through the privatization program, the holding company and the merger in order to obtain a more optimal profit. BUMN that have low performance as state-owned oil fields is the main focus of government through the ministry of state-owned enterprises to be revitalized. State-owned oil and fertilizer into the priority revitalization program to increase the value of state enterprises in 2005-2009. The plan, state-owned enterprises in both sectors will be merged in a holding company focused (focused holding).

In a seminar on state-owned enterprises, privatization and restructuring of the Deputy Minister for State Enterprises PTPN Mr. Yasin compares with private estates. PTPN best performing abilities that have a land area of 120,000 hectares are still less than the private estates with an area of 40,000 hectares. Private estates were able to gain profit tripled from PTPN (Kompas, Monday, February 26, 2007).

Based on Table 1 can also be seen that PTPN in North Sumatera, namely PTPN II, III, and IV have a very extensive plantation PTPN than in other provinces, but have not been able to produce their best performance, especially PTPN II is still a loss. PTPN III and IV showed better performance than PTPN II viewed from achieving profitability.

**TABLE 1**  
**LAND AND PROFIT (LOSS) PT. PERKEBUNAN NUSANTARA II, III, IV**  
**In 2010 AND 2011**

PT. Perkebunan Nusantara (PTPN)	Area (Hectare)	Comodity	Profit (Loss)	
			2010 (Rupiah, bilion)	2011 (Rupiah, bilion)
PTPN II North Sumatera	86,434	Oil palm, Rubber, Cocoa, Cane, Tobacco	19	83
PTPN III North Sumatera	144,358	Oil palm, Rubber, Cocoa	820	1,600
PTPN IV North Sumatera	140,690	Oil palm, Tea, Cocoa	810	1.200

Source: Data from each PTPN II,III, IV in North Sumatera, 2012

Data presented in Table 2 Private Estate land that has been go public as a comparison as well as profit (loss) in 2010 and 2011. From Table 2 it can be seen that the total net income from the Private Estates which have four Go Public with total area of 379,47 hectares of 4,153 billion net profit in 2010 and Rp. 5,519 billion in 2011. This shows that the profitability PTPN II, III, IV have not been able to compete the profits of four private estates that have go public.

The central question in the estate to fix the performance of BUMN is whether we really understand why the state owned plantations and estates to be so? This question is fundamental, because often an attempt to fix the state-owned plantation did not quite work because it does not quite know the BUMN themselves. The context of a strategic state-owned plantation is the leadership and the mission of state-owned enterprises.

**TABLE 2**  
**LAND AND PROFIT (LOSS) PRIVATE ESTATE IS WELL GO PUBLIC**  
**IN 2010 AND 2011**

Plantation	Area (Hectare)	Comodity	Profit (Loss)	
			2010 (rupiah, bilion)	2011 (rupiah, bilion)
PT. Astra Agro Lestari, Tbk.	179,488	Oil palm, Rubber	2,103	2,480
PT. Sinar Mas Agrobisnis, Tbk.	110,000	Oil palmt	1,017	1,338
PT. London Sumatera, Tbk.	89,982	Oil palm, Rubber, Cocoa, Tea	1,033	1,701

Source: Data from each PTPN II,III, IV in North Sumatera, 2012

There is a trend in state-owned plantations, either consciously or unconsciously, that the value orientation of the work is a procedure. Assessment of human resource managers and tend to question of how far to execute predefined procedure. Perhaps, this trend is then made widely criticized as a bureaucratic state. This is confirmed also by Agus Pakpahan, Deputy Minister for State Enterprises, which states that the current state-owned plantation built in a climate of bureaucracy in which the residual of feudalism still exists in the state. Bureaucrats in the simple practice is all dependent on legislation (BUMN Track, 2008:78).

In addition, most of the state bureaucracy plantations already have the organizational structure with a decentralized authority, however, in practice, delegation of authority is less effective, because it is a growing culture of paternalism.

Paternalism is different from leadership. Leadership is how to direct the followers, but paternalism is identical with the boss. Paternalism is a value system with an almost absolute dependence on the leader. In the organization of cultural paternalism, the members of the organization considers that the existing authority and accountability in leadership. Therefore, the responsibility for developing the organization depends on its leaders. Organization with a paternalistic culture will be difficult to apply the principles of modern management that is based upon the application of the principles of good governance, in which the elements of professionalism in the management of the company into the attributes of all members of the organization.

In the context of the restructuring of state-owned plantations, leadership is also a key factor. Most of the plantations require a restructuring of BUMN, to go privatization. According to the theory and experience, the restructuring will be more successful if started from the leader. Especially for organizations that are in a state of decreased performance. It is also relevant to state-owned plantations. Given the need for restructuring, the state-owned plantations need to have leaders with superior leadership qualities (Rasjid in Nugroho, 2005:193-199). This matching is also stated by Agus Pakpahan, Deputy Minister for State Enterprises, the "golden key" to restructuring the state-owned plantations in the leadership there. Without any sincerity of the leaders to implement policies for the sake of the greater it is difficult to perform restructuring state-owned plantations (BUMN Track, 2008:38).

In the implementation of policies for the restructuring PTPN II, III, and IV of the leaders need to make any kind of activities undertaken to be effective. This is necessary so that corporate objectives can be implemented and completed by the time and the target.

Be an effective leader is not easy, but leaders can use the theory of situational leadership style that is triggered by Hersey and Blanchard. Situational leadership style of leadership effectiveness divides into three variables. Variable in question is the leader, follower, and the situation.

Hersey and Blanchard's situational leadership states that in determining the effectiveness of leadership must be based on the mutual influence. Mutual influence is to be realized through the interaction between (1) the number of guidance and direction (task behavior) are given by the leader, (2) how much support of relationship behavior that exhibited by the leader, and (3) demonstrated maturity level of followers in complete a specific task, whether in a particular function or achieve certain goals.

In exercising the duty of a leader can be authoritarian or democratic. These two groups will then describe the behavior of leaders in influencing subordinates to achieve goals. Two groups that are leaders who behave task and relationship behavior. The following description of the behavior of the task, the behavior of the relationship and level of maturity.

- (1) Behavioral tasks. Leaders who are included in this group is a leader in influencing subordinates is to clarify the duties and responsibilities of individuals or groups. Task behavior is characterized by one-way communication from leader to follower. More leaders to help achieve the goal rather than how subordinates consider the feelings of subordinates when the communication process take place and carried the workload of subordinates. This is because leaders feel that the goal is the completion of the task then the leader should explain the things that need doing subordinates, how to do the job and when work must be completed. The communication process is called by telling (tell) (Hersey and Blanchard, 1992:89).
- (2) Behavior relationships. Besides the behavior with emphasis on task achievement, leaders also have to conduct a relationship with a subordinate. In developing relationships with subordinates is necessary because by knowing what they want and think will help or motivate subordinates of subordinates in completing its work. Type of communication used is a two-way communication. The things that done by a leader is to ask, listen, and support of subordinates. Based on these two types of behavior, it can be produced four situational leadership styles that will determine its effectiveness: telling, selling, participating, and delegating. These four styles are formed by no means stands alone in its use. Each style will be used should be tailored to the circumstances of the employee who is different and interrelated. The factors that need to be taken into account in such circumstances the leader's own subordinates, subordinates, colleagues, career management, and decision-making time. These circumstances is a measure used by leaders to apply the leadership style. This size is called the maturity level of subordinates. Leaders must be able to accurately assess the maturity level of subordinates so that individuals can apply the appropriate style kepemimpinan. The accuracy is what will increase the effectiveness of the use of these leadership styles. Communication used typically involves the

determination of the specific outcomes, objectives, tasks, sub tasks to be done subordinates. To maximize the leader-follower relationship, the leader must first determine by clear outcomes, objectives, sub tasks, and other matters of a specific task to be completed followers (Hersey and Blanchard, 1992:89).

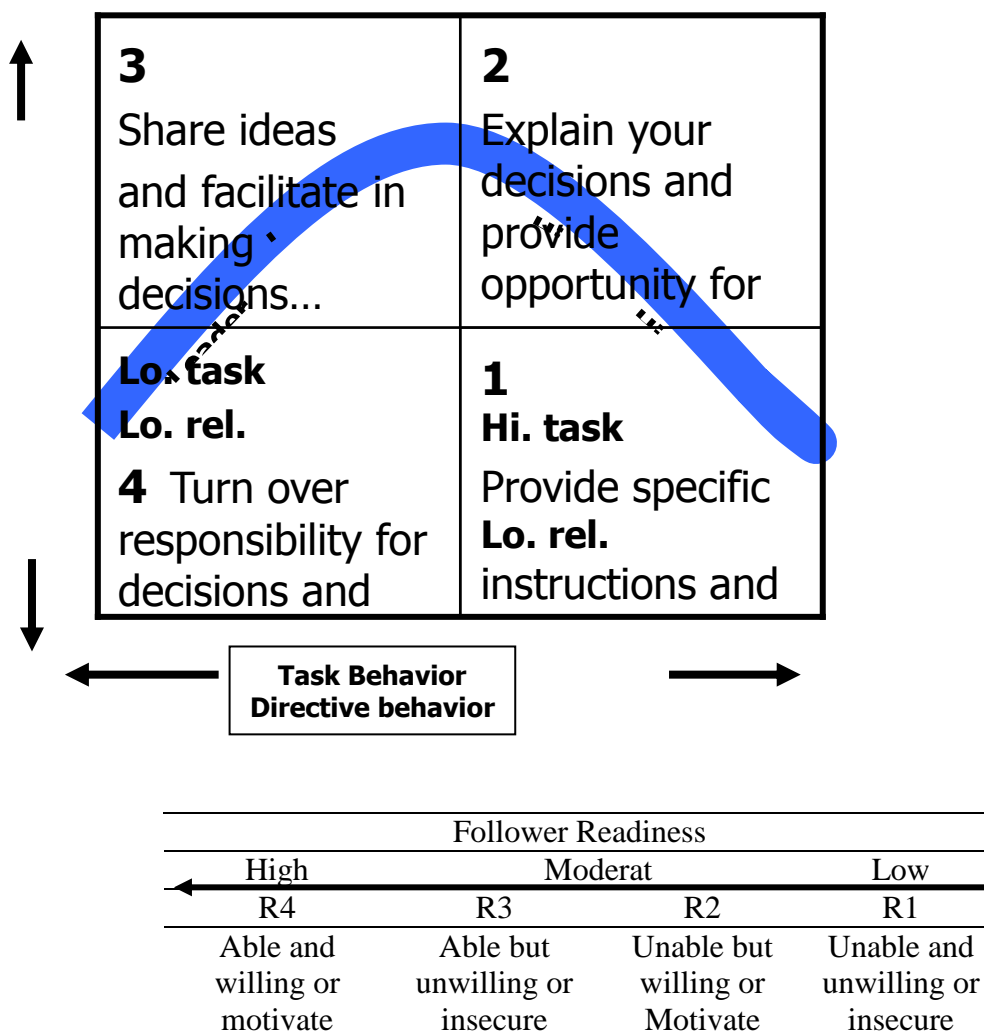
- (3) Level of maturity. Subordinate maturity level is the level of ability (ability) and the willingness of subordinates (willingness) to complete the work. Ability is the power of the individual to do something. That power can be derived from the knowledge, skill, experience, and have brought individuals from birth or because of the learning process. Ability to form mental abilities / intellectual or physical in doing the job. Willingness is the self-confidence (confidence), and individual motivation to complete the task / job (Hersey and Blanchard, 1992:89).

The link between leadership style and subordinate maturity level can be illustrated by Figure 1 below.

Appropriateness of leadership style and situation will result in effective leadership, otherwise if the leader can not adapt leadership style to the situation of the subordinate resulting ineffective leadership. Leaders must be able to adjust his leadership style as demanded by the situation, referred to as the flexibility or range of leadership based on leadership style. Leaders with a wider range of styles or can be potentially more effective over time because he was always able to adjust the use of style to the situation at hand. The range of styles does not automatically guarantee the effectiveness, if adaptabilitasnya low. The concept of adaptability, flexibility means the leader of leaders who can potentially be effective in some situations because it has several styles of leadership and is able to vary the behavior of its leadership. In contrast, leaders who do just one style will be effective on a particular situation. Follower is analyzed in terms of capability and in terms of the will, the leader can display more than one style may be appropriate or not appropriate to the maturity level of followers. So that from the results of the analysis will produce a force that is "expected" and considered the best (best style) and there is also the style of the second-best (second best style) on each leader.

At PTPN II, III, IV in North Sumatera, the role of strategic managers. This is due to a manager but must be able to manage the work of subordinates, but also be able to take responsibility for his work to his superiors. A manager must be able to run the management processes such as planning, organizing, leadership, and oversight role performed by a highly personal inter help enforce the duties of subordinates, providing authorities with information relating to employment, the role of managers in making decisions.

**Situational Approach to Leadership**  
**Managers need to vary their leadership style with each**



**FIGURE 1. SITUATIONAL LEADERSHIP THEORY**

Source: Hersey and Blanchard, 1992:112.

**TABLE 3**  
**RANGE OF CATEGORY AND EMPLOYEES OFFICE POSITION**  
**PT. PERKEBUNAN NUSANTARA II, III, IV IN NORTH SUMATERA**

No.	Group	Position (PTPN II)	Position (PTPN III)	Position (PTPN IV)
1.	Grade IIIa-IIIc	Assistant	Assistant	Assistant
2.	Grade IIIId-IVb	Superintendent, Chief engineer	Superintendent, Chief enginer	Superintendent, Section head
3.	Grade IVc-IVd	Department manager, Estate manager/ <i>Administrateur</i>	Manager, Estate manager	Manager, Estate manager

Source: Data from each PTPN II,III, IV in North Sumatera, 2012

PTPN is the state-owned enterprises (BUMN) that many jobs. PTPN II has a workforce of 24,306 people, PTPN III has a workforce of 28.911 men and PTPN IV has a workforce of 35,265 people. Both PTPN II, III and IV the highest number of employees who are managing employees who are employees of the group Ia - IId.

Table 3 shows the range of employee-led group for PTPN II, III and IV in North Sumatera. Employees are employees who have a leadership group IIIa minimum and maximum IVD. Assistant position to the central office is called by the name of Assistant Affairs which is under the superintendent . While the Assistant position at the Unit includes Assistant Afdeling Gardens, Plant Assistant, Processing Assistant, Technical Assistant, Administrative Assistant are the position under superintendent position (PTPN II and III) or Head of Department (PTPN IV).

The highest career path for employees of the leadership is as Head of Department (Head Office) or as a manager / administrates the garden. Both positions Head and Estate Manager / administrates, the appointment is the authority of the Board of Directors PTPN. While for the post of director of a public office where the fit and proper test as well as the appointment is the authority of the Minister of State Enterprises.

Influence is the essence of leadership. Many of the activities of the managers on PTPN II, III, IV involves efforts to influence attitudes and behavior of people, including subordinates, peers, superiors, and outsiders. The managers act as representatives of their organizational units, promoting and defending the interests of the unit, and obtain information, resources, and cooperation are needed.

PTPN in North Sumatera, namely PTPN II, III, and IV have a very extensive plantation PTPN than in other provinces where acreage is expected to result in achieving greater profitability as well. With the consideration that the effectiveness of managers in leading their subordinates are required to enable such research conducted.

Based on the research framework, the manager in influencing subordinates greatly influenced by the situation and the maturity of the subordinates. Due to the influence of these two factors managers can apply the leadership style different (range style). Leadership style in question is telling, selling, participating, and delegating. If managers can adapt to the situation and maturity level of subordinates with the application of different leadership styles so the manager has a wide range of styles. The effectiveness of leadership styles managers PTPN II, III, IV in North Sumatera will determine the ability of subordinates to achieve specified performance or targeted companies.

## **RESEARCH METHODS**

Type of research is descriptive analysis of studies in which this study aims to obtain a picture of the application of situational leadership style state-owned plantation manager PTPN II, III, IV in North Sumatera. According Sugiyono (2004:11), descriptive research is research conducted to determine the value of independent variable, either one or more variables (independent) without making comparisons, or



connect with other variables. Measurements using situational leadership questionnaire design Hersey and Blanchard.

Sample is at the head positioned at the middle manager unit manager in the garden to garden units, namely the head of affairs (*Kaur*) to the central office PTPN II, III and IV, assistant chief (*askep*) or head of department (*Kadin*) for units garden PTPN II, III and IV. Allocation of each sample is 83 people on PTPN II, 87 people in PTPN III, and 72 people on PTPN IV. The choice of the head of affairs / assistant principal / department heads as they, in the event of promotion, have potential as a leader (head of the unit manager or garden). Leadership positions are very competitive, so they should be able to demonstrate the desired performance level of your boss / company where performance is derived in this study can be derived from the direct supervisor of transformational leadership, job satisfaction, organizational commitment, and motivation. Research analysis technique is to use a descriptive analysis of the percentage calculation of the leadership styles used by managers and the effectiveness of leadership styles that are used.

## **RESULTS AND DISCUSSION**

PTPN coaching as a state-owned operator is under the auspices of the Ministry of State Owned Enterprises (*Kemenneg BUMN*) and technical guidance that acts as a regulator for PTPN under the auspices of the Department of Agriculture (*Deptan*) is a Directorate General of Plantations. PTPN also formed a Joint Marketing Office of the container known as the KPB (*Kantor Pemasaran Bersama*) PTPN which aims to market the products of all PTPN in Indonesia. The guidance provided does not necessarily make the effectiveness of the leader being the same for each PTPN. This is due to their adaptability in the use of different leadership style of leadership. This study tabulate the leadership styles used by managers in PTPN II, III, IV in North Sumatera, and then compared, determined leadership style most commonly used (dominant) and to determine the effectiveness of such leadership. Summary of results can be seen in Table 4 and 5.

**TABLE 4. DESCRIPTION OF LEADERSHIP STYLE  
ON PTPN II, III, IV AND NORTH SUMATERA**

Working Area	DESCRIPTION OF LEADERSHIP AND PERCENTAGE BY CATEGORY											
	1	2	3	4	Telling	Selling	Participating	Delegating	Telling	Selling	Participating	Delegating
<b>PTPN II (Managers 83)</b>	0	8.4	80.7	10.8	96.3	100	95.2	9.6	22.3	77.7	3.6	0
<b>Conclusion</b>	Dominated by a leadership with a wide style range							Dominated by the leadership style of selling				
<b>PTPTN III (Managers 87)</b>	0	11.5	75.9	12.6	96.6	100	92	16.1	32.5	90.4	6.9	0
<b>Conclusion</b>	Dominated by a leadership with a wide style range							Dominated by the leadership style of selling				
<b>PTPTN IV (Managers 72)</b>	0	15.3	65.3	19.4	97.2	100	95	18.1	34.7	87.5	9.7	0
<b>Conclusion</b>	Dominated by a leadership with a wide style range							Dominated by the leadership style of selling				

Source: Data is processed (2012)

**TABLE 5. DESCRIPTION OF LEADERSHIP STYLE  
ON PTPN II, III, IV AND NORTH SUMATERA**

Working Area	DESCRIPTION OF LEADERSHIP AND PERCENTAGE BY CATEGORY		
	EFFECTIVENESS OF LEADERSHIP		
	Effective	Neutral	Ineffective
<b>PTPN II (Managers 83)</b>	62.2	11.5	26.3
<b>Conclusion</b>	Dominated by Effective Leadership		
<b>PTPTN III (Managers 87)</b>	74	4.6	21.4
<b>Conclusion</b>	Dominated by Effective Leadership		
<b>PTPTN IV (Managers 72)</b>	73.7	4.5	21.8
<b>Conclusion</b>	Dominated by Effective Leadership		

Source: Data is processed (2012)

Based on Table 4 and Table 5 can be exposed to any of the following:

- (1) In the field of Leadership Flexibility can be explained that generally manager PTPN II, III, IV in North Sumatera has a range of leadership styles is quite broad, which each have three alternative styles of leadership.
- (2) Leadership on the column type, the manager at PTPN II, III, IV in North Sumatera generally apply selling leadership style to influence subordinates in carrying out their work. Managers generally felt that their subordinates are working on the maturity level of R2 (not yet able to fully implement the work but has shown a willingness to complete the work).
- (3) Managers at PTPN II, III, IV in North Sumatera generally apply leadership styles to influence subordinates Selling due to selling leadership style emphasizes high attention to the completion of the work in which the managers can not assume subordinates do their work without detailed explanation, target job, and supervisory tight and the need for support to subordinate personal condition.
- (4) In the field the majority of managers on Leadership Effectiveness PTPN II, III, IV in North Sumatera, including the effective use of his leadership style was associated with a range of leadership style in which managers can use two to three different types of leadership styles in influencing subordinates.
- (5) Managers at PTPN II had the lowest percentage in terms of effective managers than managers in PTPN III and IV PTPN in North Sumatera.

#### **Situational Leadership Style of Manager In PTPN II in North Sumatera.**

Based on the results tabulated note that generally managers of the PTPN II in North Sumatera has a leadership style that is quite large (range style), with three styles of leadership such as Telling, Selling, and Participating in turn be used. A total of 80.7% of managers use three styles of leadership, 10.8% of managers use four styles of leadership, and 8.4% use two styles of leadership. There are no managers who use a leadership style (monotonous). These data show manager PTPN II in Northern Sumatera likely to be effective leaders for being able to adjust his leadership style to the work situation and maturity level of subordinates (ability and willingness) as well as the characteristics of the task. Based on the type of leadership style is used then the Selling to the most frequently used (100%), Telling the second position (96.3%) and Participating in the third position (95.2%). Delegating leadership style that is rarely used (9.6%).

Telling (22.3%) was used to assess subordinate managers if managers have a low level of maturity when it works (and unwilling inability to do work) so as to lead and motivate them. Manager focuses on the ability of subordinates to complete the job by telling what to do, how, when, where and who is doing the work. Rarely used as a delegating leadership style managers at PTPN II in Northern Sumatera suggests that managers generally do not consider that there are subordinates who have readiness (readiness) is high in the works.

The ability of managers in the use of subordinate leadership style is an early stage to determine the effectiveness of leadership styles. The results showed that managers in PTPN II in North Sumatera has a wide range of styles in which as many as 75.9% of managers use three styles of leadership, and 12.6% of managers use four styles of leadership, but only 62.2% of managers who are able to apply that style range at the right time. There are as many as 26.3% of managers belonging to the managers are not effective in adjusting its style of leadership. This gives the conclusion that the range of styles are not guaranteed to determine the effectiveness of

the leadership. Meanwhile, the percentage of 11.5% and 26.3% of the less effective leadership is one indicator that shows managers at PTPN II in North Sumatera, including the achievement of the targets so low in affect corporate performance. This can be caused because the manager is less able to determine precisely the level of maturity of the subordinates in the work and less able to use a leadership style based on the maturity level of subordinates. As a result of the inability of the manager is not capable of directing his subordinates to work better, the impact on the achievement of targets that are less optimal. In theory, this state is supported by a statement of Yukl (1994:4-5) in which the concepts of good or bad a leader different from a writer with other writers. Most researchers evaluate leadership effectiveness in relation to the consequences of the actions of these leaders to the followers of other organizations and stakeholders. However, different types of results (outcomes) have been used, including the performance and growth of the group or organization of such leaders, readiness to respond to the challenges or crises, follower satisfaction with leader, the commitment of the followers of the goals of the group, well-being and psychological development of the followers, leaders maintain high status, and progress to the leaders of the higher positions of power within the organization.

### **Situational Leadership Style of Manager In PTPN III in North Sumatera.**

Based on the results tabulated note that generally managers of the PTPN III in North Sumatera has a leadership style that is quite large (range style), with three styles of leadership such as Telling, Selling, and Participating in turn be used. A total of 75.9% of managers use three styles of leadership, 12.6% of managers use four styles of leadership, and 11.5% use two styles of leadership. There are no managers who use a leadership style (monotonous). These data indicate PTPN manager III in North Sumatera likely to be effective leaders for being able to adjust his leadership style to the work situation and maturity level of subordinates (ability and willingness) as well as the characteristics of the task. Based on the type of leadership style is used then the Selling to the most frequently used (100%), Telling the second position (96.3%) and Participating in the third position (92%). Delegating leadership style that is rarely used (16.1%).

Telling (32.5%) was used to assess subordinate managers if managers have a low level of maturity when it works (and unwilling inability to do work) so as to lead and motivate them. Manager focuses on the ability of subordinates to complete the job by telling what to do, how, when, where and who is doing the work. Rarely used as a delegating leadership style manager in PTPN III in North Sumatera suggests that managers generally do not consider that there are subordinates who have readiness is high in the works.

The ability of managers in the use of subordinate leadership style is an early stage to determine the effectiveness of leadership styles. The results showed that managers in PTPN III in North Sumatera has a wide range of styles in which as many as 75.9% of managers use three styles of leadership. There are as many as 21.4% of managers belonging to the managers are not effective in adjusting its style of leadership. In terms of leadership effectiveness, as well as state manager in PTPN II in Northern Sumatera, the manager at PTPN III in northern Sumatera is still dominated by a supervisor who categorized effective. However, rates of 26% (ie 21.4% for the neutral and 4.6% ineffective group) were considered to provide opportunities in the creation of ineffective and inefficient management of the work unit to achieve the production target. This is supported by the opinion of Judge (2003) that good leadership helped establish working groups and integration goals of individuals and groups. Judge states associated with motivational leadership, interpersonal behavior and communication process. Managers today is the leader of

their group, their departments. People have more freedom and more choices in their careers, that are not fixed, so keeping them motivated is very important.

### **Situational Leadership Style of Manager In PTPN IV in North Sumatera.**

Based on the results tabulated note that generally managers of the PTPN IV in North Sumatera have a leadership style that is quite large (range style), with three styles of leadership such as Telling, Selling, and Participating in turn be used. A total of 65.3% of managers use three styles of leadership, 19.4% of managers use four styles of leadership, and 15.3% use two styles of leadership. There are no managers who use a leadership style (monotonous). These data suggest PTPN IV managers in North Sumatera likely to be effective leaders for being able to adjust his leadership style to the work situation and maturity level of subordinates (ability and willingness) as well as the characteristics of the task. Based on the type of leadership style is used then the Selling to the most frequently used (100%), Telling the second position (97.2%) and Participating in the third position (95%). Delegating leadership style that is rarely used (18.1%).

Telling (34.7%) was used to assess subordinate managers if managers have a low level of maturity when it works (and unwilling inability to do work) so as to lead and motivate them. Manager focuses on the ability of subordinates to complete the job by telling what to do, how, when, where and who is doing the work. Rarely used as a delegating leadership style managers in North Sumatera PTPN IV shows that managers generally do not consider that there are subordinates who have readiness (readiness) is high in the works.

The ability of managers in the use of subordinate leadership style is an early stage to determine the effectiveness of leadership styles. The results showed that managers in PTPN III in North Sumatera has a wide range of styles in which as many as 65.3% of managers use three styles of leadership. There are as many as 21.8% of managers belonging to the managers are not effective in adjusting its style of leadership. In terms of leadership effectiveness, as well as state manager in PTPN II in Northern Sumatera, the manager at PTPN III in northern Sumatera is still dominated by a supervisor who categorized effective. However, rates of 26.3% (ie 21.8% to 4.5% of the neutral and ineffective group) were considered to provide opportunities in the creation of ineffective and inefficient management of the work unit to achieve the production target.

Commonly used measure of leader effectiveness is the extent to which organizational unit of the leaders do their job successfully and achieve organizational goals. Objective measures of performance or achievement of objectives are available, such as earnings, profit margins, increased sales, market share, cost per unit of produced, the cost in relation to the budgeted expenditures, and so forth. On the other hand, the subjective assessment of the effectiveness derived from the leader's superiors, colleagues, or of their subordinates. This is supported by Mullins opinion stating that a fundamental part of management is the coordination of the activities of the employees of the organization and guide their efforts toward the goals and objectives of the organization. This involves a process of leadership and action selection and proper behavior. Leadership is the key features of organizational performance. Managers must understand the nature of leadership and influence of the factors that determine the relationship with others (Mullins, 2005:280).

## CONCLUSION

- (1) Range of leadership styles managers on PTPN II, III, IV in the North Sumatera area where managers are generally considered to use more than one style of leadership to influence subordinates in completing the work.
- (2) The existence of a broad range of leadership styles, managers at PTPN II, III, IV in North Sumatera has a chance to become effectively lead subordinates, because the liberal leadership styles vary according to the work situation and maturity level of subordinates.
- (3) The ability of managers in the use of subordinate leadership style is an early stage to determine the effectiveness of leadership style but managers who have a wide range of styles are not guaranteed to determine the effectiveness of a leadership.
- (4) Selling is the dominant leadership style or the most frequently used and second best is Telling. This shows the supervisor to assess the readiness of his subordinates are at level R2 that means unable but willing or motivate and R1 that means unable and unwilling or insecure.

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