

## **CHAPTER 1**

### **INTRODUCTION**

#### **1.1 Background of the Research**

The development of organization will not loose from the role of the leader in that organization. Good leader is the people who can bring a good movement to the positive effect. Currently known that the development of one organization is not only determined based on the successnes of managing the financial budgeting but also because of the greatnes of managing its human resource management (Jiang, 2010). Organization was successful because they had the knack of hiring the right people for the right jobs and motivating, appraising, and developing them (Griffin, 2005). In the other hand, the leader will always need good follower who can give better contribution for the organization. As we know that there's will no leader if there's no followers because both of them are those who has an important role to develop and to achieve the organization goals.

Success or failure of organizations, including educational institutions, is a result of both the leaders and followers' roles (Avolio & Reichard, 2008). Research shows that followers' role though not recognized as much as leaders', account for eighty percent of an organization's success (Kelley, 1992). As such the role of followers can no longer be ignored especially with the realization that followers actually get the job done (Kelley, 1992).

Followers are as important as leaders, yet in management and organizational behavior literature, the focus is largely on the concept of leadership

(Shondrick & Lord, 2010). However, leadership and followership co-exist, there can be no leaders if there are no followers (Kelley, 2008) yet the acceptance of followership as an important effect to leadership is fairly recent (Bennis, 2008). Dixon and Westbrook's (2003) findings validated Kelley's idea of the existence of followership in all organizational levels. It is believed that a focus on followership will enhance our understanding of the leadership process because the operation of each is dependent on the other (Henry, 2012).

Banutu-Gomez (2004) maintains that in order for leaders to succeed they must teach their followers how to lead and how to be good followers. This is important because leaders and followers are interdependent (Henry, 2012); the role of the latter influences the former. It is therefore necessary to promote good followership behavior in order to achieve educational goals.

Today's leaders need to know new knowledge, abilities and skills to effectively cope with the constant organizational changes. The most significant function of an institution of higher learning (IHL) relies on its leadership effectiveness in creating a pleasant teaching environment for faculty and in providing students with quality of education they deserve (Afnan Al-Shuaiby, 2009). Blair (2000) stated that institutions of higher learning are increasingly expecting a Dean to attain external funding to be considered as an effective leader whilst in a recent study it is indicated that "only a few studies have asked senior academic administrators about what they do, what they need to know, and what characteristics or attitudes they need to possess" (Townsend & Bassoppo-Moyo, 1997:1; Mapp, 2008).

The leadership way from a leader will always has a relation with the style of leadership itself. Leadership style refers to leaders' actions or behaviors where they may use their formal authorities to establish work groups and affect them to support organizational strategy and goals (Bryman, 1992; Jong & Hartog, 2007; Robbin & Coulter, 2002). Leadership as leaders inducing followers to act for certain goals that represent the values and the motivations, the wants and needs, the aspirations and expectations of both leaders and followers (Shadare, 2009). Each leader has a different leadership style, style of leadership means influencing the way leader's subordinates to be able doing working activity in order to achieve organizational goals (Ogbonna, 2000). The uses of leadership styles itself can be suitable based on the situation in what are the style that most appropriate to use. For this case, the leadership style which try to analyze is situational leadership styel or mostly known as Hersey-Blanchard theory.

Situational leadership style is based on the interaction among the dimensions of relationship behavior and task behavior, as well as follower readiness or maturity for performing a certain task (Hersey and Blanchard, 1996). Northouse (2001) noted that the situational leadership examines how leaders can become effective in many different types of organizational settings involving a wide variety of organizational tasks. Further, directive behavior involves clearly telling people what to do, how to do it, where to do it, and when to do it, and then loosely supervising their performance. The key point of situational leadership theory is that as group member readiness increases, a leader should rely more on

relationship behavior and less on task behavior. When a group member becomes very ready, a minimum of task or relationship behavior is required of the leader.

The successfull of organization growth cant be deny with the leadership factor which has by the leader and also a good work from its subordinats or the followers. Leader's behaviours might enhance follower organizational identification, they do not examine the extent to which or leaders identify with the organization. Thus, social identity perspectives of leadership have focused almost entirely on the influence processes by which leaders increase follower self-efficacy, commitment and performance. (As Cited in Christianah Oyutenji; Rolf Van Dick1, 2011). Followership is important in the discussion of leadership for several reasons. Without followers there are no leaders. Organizing into hierarchies is a natural phenomenon in both the human and animal kingdoms. Researchers studying wolves, chimpanzees, and even chickens have long known that social pecking order promotes the welfare of the group because some individuals act as leaders and others as followers (Daft, 2005).

Leadership and followership are fundamental roles that individuals shift into and out of under various conditions. Everyone is a follower at one time or another. Indeed, most individuals, even those in positions of authority, have some kind of boss or supervisor. Individuals are more often followers than leaders (Daft, 2005). Followership may be defined as the ability to effectively follow the directives and support the efforts of a leader to maximize a structured organization. However, the term "followership" is often linked to negative and demeaning words like passive, weak, and conforming (Kent Bjugstad and

Comcast Spotlight, 2006). As Cited in Jui Chen-Chen; Meindl (2004), management and organizational behavior have been dominated by the concept of leadership, which has assumed a romanticized, larger than life role as a result. Hashim (2012) advanced that active followership means the leader's authority has been accepted which gives legitimacy to the direction and vision of the leader. Without the eyes, ears, minds, and hearts of followers, leaders cannot function effectively.

Andalas University is one of popular university in Indonesia which located in Padang. It is mention that Andalas University had already become the top ten university in Indonesia where is build more image this university. In the institution like Andalas University which has an intention to be a world class university may take a look that it is important for this institution to has a good corporation between leaders and it follower in both university and faculty level. He leaders need to direct their follower well and followers also need to make a good participate in order to make a better birocration and standarization in Andalas University. With this reason, the researcher is interested to conduct more about the Leadership and Followership style in Andalas University.

So, based on the case background above, we can see that ability and skill of having good leadership style is very crucial for the job performance of employee or the followers. Because of that, the author is very interested to raise this issue and do research for her scientific work with a title of “**The Relationship Between Leadership Styles and Followership Style. (Case: Andalas University)**”.

## **1.2 Problem Statements**

From the case background which already explain, the author can purpose the problem statement as follow:

How the ledership styles of Hersey-Blanchard has a relationship to the readiness to followership styles?

How the integration model of Leader Style and Follower Style has significant compatibility?

## **1.3 Objectives of the Research**

The purposes of study which want to offer by the researcher are:

1. To find out and analyze the leadership styles of leaders in Andalas University
2. To find out and analyze the followership styles in Andalas University
3. To find out and analyze the relationship between leadership and followership styles in Andalas University
4. To find out and analyze how the leaders find the best corporation with his followers with the appropriate approach, and also on the opposite one.

## **1.4 Contributions of the Research**

1. For Author

As a vehicle for the author to train and develop her skill and ability in the field of research, as well as add some insight and knowledge about the

performance of leadership in the organization about leadership styles and followers.

2. For Andalas University Leaders

This research can be useful to help the leaders in Andalas University become an effective and able to develop their strategy in arrange their followers optimally.

3. For Andalas University Employees

This research is expected to be useful to increase their ability so they can be an effective followers.

### **1.5 Scope of The Research**

This research has a limited scope of analyzes in terms of numbers of variables and object of the research. The variables will be tested in this research are limited into: leadership style and followership style. The researcher limits the research context by focusing to the head office employee at Andalas University.

### **1.6 Outline of Research**

This thesis is prepared using the following systematic:

#### **CHAPTER I INTRODUCTION**

Contains background and formulation of the problem, the objectives to be achieved, the benefits of the research, and writing systematic thesis is used.

#### **CHAPTER II LITERATURE REVIEW**

Contains theories include previous research, understanding about leadership style and followership style in reference supporting and related issues presented, review past research and the research hypothesis.

### CHAPTER III RESEARCH METHODOLOGY

The chapter raised about frame of mind, population, samples, and sampling, the operational definition of variables, sources and types of data and techniques of data collection, and data analysis techniques used.

### CHAPTER IV RESULTS AND DISCUSSION

This chapter contains an overview about the object of study, history establishment of the company, organizational structure, and the process of data analysis and discussion.

### CHAPTER V CONCLUSION

Writing will conclude the issues discussed based analysis that has been carried out, with suggestion as input for the continuation and development of the personality.

### REFERENCES

### APPENDIX