LEADERSHIP STYLE AFFECTS TO HIGH TURNOVER RATE OF EMPLOYEES
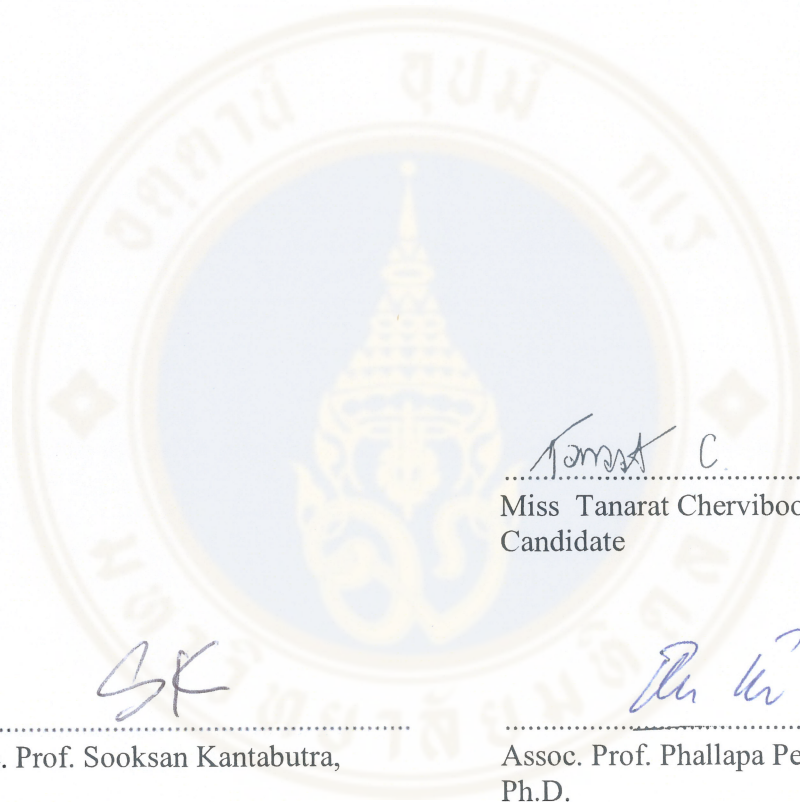
TANARAT CHERVIBOOL

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....
Miss Tanarat Chervibool
Candidate

....
Assoc. Prof. Sooksan Kantabutra,
Ph.D.
Advisor

....
Assoc. Prof. Phallapa Petison,
Ph.D.
Chairperson

....
Assoc. Prof. Vichita Ractham,
Ph.D.
Dean
College of Management
Mahidol University

....
Assoc. Prof.Pornkasem Kantamara,
Ed.D.
Committee member

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LEADERSHIP STYLE AFFECTS TO HIGH TURNOVER RATE OF EMPLOYEES.

TANARAT CHERVIBOOL   6549007

M.M. (GENERAL MANAGEMENT)

THEMATIC PAPER ADVISORY COMMITTEE: ASSOC. PROF. SOOKSAN KANTABUTRA, Ph.D., ASST. PROF. PHALLAPA PETISON, Ph.D., ASST. PROF.PORNKASEM KANTAMARA, Ed.D.

ABSTRACT

The aim of this study was to identify a significant staff turnover rate inside a logistics firm in Thailand. This study examined leadership styles using the Situational Leadership Framework to uncover distinct features between managers and employees, with the aim of determining the most effective working style. This study utilized a qualitative research methodology to conduct interviews with six sales executives from a logistics firm based in Thailand. In addition, qualitative research was valuable in yielding comprehensive results that enhanced employees' comprehension. The research findings indicate that the mismatch between leadership styles and preparation levels has led to a high attrition rate in the previous year and has also negatively impacted current employees' willingness to work for the firm. Nevertheless, this study exclusively examined a single Thai logistics business and concentrated on the viewpoint of sales executives in relation to management. In future research, it i

KEY WORDS: Situational leadership/ Leadership style/ Readiness level/ High
turnover rate/ Thai logistics organization

28 pages

CONTENTS

LIST OF TABLES

CHAPTER I
INTRODUCTION

1.1 Background

The organization operates in the field of logistics (Gábriel, 2012) managing the transportation of goods through truck, sea, and air, as well as performing customs clearance for import and export activities worldwide. The primary advantages compared to competitors are our profound expertise in the business and our enduring, favorable connections with relevant stakeholders. Employees are responsible for managing all aspects of the company's operations, which includes facilitating internal and customer team communication, as well as ensuring the proper distribution of vital documents to the relevant parties. However, starting with the conclusion of 2022, conflicts have arisen between the management and employees within the organization, resulting in detrimental consequences such as a significant increase in employee turnover and a decline in overall morale and self-confidence among the staff. The company underwent a restructuring at the beginning of 2023. In 2023, the corporation underwent a reorganization and appointed a new managing director to supervise the enterprise. Nevertheless, despite harsh circumstances, there was a significant increase in the high turnover rate, employees' morale and self-esteem remained consistently low, and current staff members declined to continue their employment with the organization (MGALU, 2017). In addition to that, the organizational work climate is impacting their performance potential.

1.2 Framework

To address the challenges faced by the organization, I have implemented the Situation Leadership Framework (Meier, 2016) to reduce the high turnover rate and enhance employees' motivation to work for the corporation. Consequently, I have examined each component to determine the level of preparedness, whether it is at the

managerial level or among the subordinates, in order to minimize differences and effectively handle them at the same level. I will carefully analyze all material to determine the distinct qualities of each leadership style and preparation level, discern the contrasts between individuals, and meet their respective needs. I anticipate that the Situational Leadership Framework will provide adequate assistance in addressing the company's specific circumstances and effectively managing the organization.

Situational Leadership Framework

The Situational Leadership framework is a leadership concept created by Paul Hersey and Kenneth Blanchard throughout the late 1960s and early 1970s (BATES, 2014). The model is intended to assist leaders in modifying their leadership approach according to the particular requirements of individuals or teams under varying circumstances. The statement underscores the absence of a universally applicable method for leadership and highlights the importance for effective leaders to adapt their approach in order to cater to the diverse requirements of their followers.

The Situational Leadership concept is founded upon two fundamental factors:

Styles of Leadership:

- Telling (S1 – Directing)
- Selling (S2 – Coaching)
- Participating (S3 – Supporting)
- Delegating (S4 – Delegating)

Level of follower development:

- R1 Level (Low Competence, High Commitment)
- R2 Level (Moderate Proficiency, Limited Dedication)
- R3 Level (Moderate to High Competence, Variable Commitment)
- R4 Level (High Competence, High Commitment)

1.3 Research questions and methodology (Data collection and analysis)

The objective is to analyze the causes contributing to a high turnover rate in a certain organization and identify strategies to retain talented personnel, hence reducing turnover and enhancing the working environment through improved managerial-subordinate relationships and benefits. The data will be gathered and examined through qualitative research, including open-ended questions that allow respondents to actively engage in the process. The research issues will be examined based on the situations in which subordinates have encountered when collaborating with two supervisors, including both internal and external aspects. Furthermore, interview questions would naturally be influenced by the subordinates' perspective, actions, and emotions.

Lastly, this research will examine problems that arise within the organization and determine the leadership style of each manager and the readiness level of subordinates, using the Situation Leadership Framework. This will provide a deeper understanding of the critical challenges within the organization. Upon conducting a thorough analysis of the underlying causes, I will delve deeper into each individual component to discern the distinct qualities exhibited by managers and subordinates. What is the distinction between leadership style and readiness level in terms of differentiating managers from subordinates during work collaboration? The leadership style might serve as an indicator of underlying difficulties that require additional study.

CHAPTER II
LITERATURE REVIEWS

The sales department is facing a critical problem of high turnover rate that requires immediate resolution. The escalating high turnover rate is attributed to instances of error, inadequate investigation of underlying causes by managers, and the reliance on emotional judgment to resolve situations (Duke, 2017) (Andreis, et al., 2020). In addition, the organization experienced discrimination based on the managers' personal emotions, without adhering to a standardized system of discipline. These factors fail to motivate employees and contribute to a bad work environment, resulting in a high percentage of employee turnover within the corporation. Conversely, existing employees exhibit a lack of motivation to work for the business, resulting in increased complexity and delays in their everyday tasks, as well as slower response times to client inquiries (MGALU, 2017). This results in dissatisfied clients, leading some of them to permanently discontinue their business with the company.

I aim to utilize the Situational Leadership paradigm (Meier, 2016) (BATES, 2014) to thoroughly examine the underlying factors contributing to high turnover rates inside the business. By doing so, I intend to enhance our understanding of these causes and implement effective strategies to mitigate them. The Situational Leadership framework consists of four levels that help identify the characteristics of both the leader and the follower (Meier, 2016):

2.1 Situational Leadership Framework

Styles of leadership:

Telling (S1 – Directing), The S1 leader will exhibit a high level of directive behavior and a low level of supportive behavior towards their followers. A leader must effectively direct and communicate information to their followers, while also continuously

monitoring their performance, focusing on the desired results rather than the leader-follower connection. Communication between leaders and followers would be unidirectional.

Selling (S2 – Coaching), The S2 leader will exhibit a combination of high directive and high supportive behaviors towards their followers. The leader will offer guidance, expertise, and a strategic approach to facilitate discussions among followers. In addition to that, the leader consistently engages in every occasion with the followers, promptly responds to and follows up on their input, and is also willing to provide support to the followers when they encounter important challenges.

Participating (S3 – Supporting), The S3 leader is characterized by a high level of supportiveness towards their followers and a low level of directiveness. A leader will provide assistance or propose direction to followers in situations where there is a deficiency in either execution or drive. The leader will engage in collaborative teamwork with followers, employing a two-way communication approach to convey their perspective or suggestions, so enhancing followers' comprehension of the circumstances prior to decision-making.

Delegating (S4 – Delegating), The S4 leader exhibits a combination of low supportiveness and low directiveness towards their followers. The leader delegates decision-making authority to the followers and entrusts them with complete responsibility.

Level of follower development:
R1 Level (Low Competence, High Commitment), refers to individuals who lack the necessary skills and confidence, and are primarily focused on their tasks rather than building relationships. Individuals in the R1 level have a preference for working alone and taking ownership of their obligations throughout the entire process. They also have a need to regularly assess comprehension.

R2 Level (Moderate Proficiency, Limited Dedication), refers to those who are unable to fulfill all of their obligations but possess confidence and want to contribute to the business. The R2 level requires strong assistance from the leader, such as one-on-one sessions, regular updates on their responsibilities, progress, and outcomes, and preferred feedback.

R3 Level (Moderate to High Competence, Variable Commitment), refers to individuals who possess a moderate to high level of competence but exhibit variable commitment. These individuals are capable of performing tasks but may be unwilling or insecure in doing so. The R3 level is capable of fulfilling their duties, but they rely on supporters who can assist them in carrying out their obligations, such as colleagues or those at the management level. In addition, they are given feedback or rewards to enhance their motivation.

R4 Level (High Competence, High Commitment), refers to individuals who are both able and willing, or confident, to perform a task. Individuals at the R4 level has the capability to effectively address their duties and handle them in an organized manner. The management level establishes a monitoring and follow-up plan that is implemented only when they are unable to resolve the concerns. They are supplied with feedback or rewards to enhance their motivation.

The core idea is that effective leaders can diagnose the development level of their followers (R1 to R4) and then adapt their leadership style (S1 to S4) accordingly. The goal is to match the leadership style with the developmental needs of the followers to maximize performance and commitment. Leaders using the Situational Leadership framework are expected to be flexible and able to transition between different leadership styles based on the evolving needs of their team members and the tasks at hand. This adaptability is considered essential for effective leadership in dynamic and changing environments.

Following my experience with an analytical framework, I aim to utilize the Situational Leadership framework to assess the leadership style and readiness level of

six sales executives who report to two managers. The objective is to align their working styles and identify the root causes of any issues.

CHAPTER III
RESEARCH METHODOLOGY

3.1 Research Methodology

Qualitative Research

The Situational Leadership framework will be utilized to enhance leadership style and readiness level for both managers and subordinates amidst the organization's high personnel turnover rate (Ioane, 2014). Qualitative research is a method of investigation that delves into and offers profound understanding of the subjects under study. It involves posing open-ended questions to individuals in order to gather their perspectives and gain comprehensive insights into the overall circumstances. Upon obtaining all pertinent data, it is anticipated that this information will assist managers and subordinates in enhancing their leadership style and degree of preparedness, hence mitigating the high turnover rate inside the firm.

3.2 Data collection

Sample data

The core data for this research will be obtained from a singular group inside the sales and marketing department. The focus will be on six subordinate sales executives who report to two managers. The rationale for selecting individuals inside the same position is to ensure that they are presented with the same set of questions, so minimizing any potential bias that may arise from asking for their perspective and offering suggestions. While the question may remain unchanged, the outcome can provide researchers with a fresh perspective to understand the true underlying cause and how organizations and managers can enhance themselves, among other things. In addition, subordinates may require a distinct level of assistance compared to managers, as their qualities differ.

3.3 Interview questions

Three open-ended questions will be provided for the sub-questions to encourage subordinates to freely express their thoughts. The research will utilize the Situational Leadership framework to formulate the questions, which aims to enhance leadership style and assess follower preparedness level.

Table 3.1 Interview questions

No.	Domain Business Practice	Supporting Business Practice	Example Interview Question
1.	Situational Leadership Framework	Throughout the day, you have been collaborating with several departments, such as clients, internal teams, and other relevant parties, in order to accomplish your tasks.	Kindly furnish a comprehensive account of your daily approach to work. • What strategies do you employ to effectively communicate with them and prevent unpleasant or conflictual situations? • Do you have a preference for collaborative work or working independently? • How often do you engage in discussions with the managers? • How can you effectively influence customers or colleagues to align their goals and objectives? • What is your reaction when you are given extra duties in your job?

Table 3.2 Interview questions (cont)

No.	Domain Business Practice	Supporting Business Practice	Example Interview Question
2.	Situational Leadership Framework	Managers delegated the responsibility of developing into new market business by assigning you new targets or clients.	Please provide a description of the working style of managers based on your personal experience. • How did managers provide mentorship to help another individual reach their goal? • What methods do managers utilize for performance monitoring? • Managers would employ which methodology to enhance your performance? • What task delegation strategies do managers use to distribute tasks to you? • How do managers assist you when you are contacting new businesses? • Have managers ever needed to incentivize you after you have experienced failure?

Table 3.3 Interview questions (cont)

No.	Domain Business Practice	Supporting Business Practice	Example Interview Question
3.	Situational Leadership Framework	You and management coordinate to secure contracts in competitive events such as quarterly or monthly bidding, in order to maintain regular business.	Please include a description of the managerial working style to assist you in contests. • Were managers receptive to your ideas? • What methods do managers utilize for performance monitoring? • Do managers engage with your competitors? By what means? • What method would managers employ to provide you with favorable feedback? • What method would supervisors choose to provide unfavorable feedback to you? • Do managers foster a culture of rivalry among team members? What are the reasons for or against? • What methods do managers employ to assess your performance?

CHAPTER IV

RESEARCH FINDINGS AND ANALYSIS

Table 4.1 Coding Table

Domain Business Practice	Supporting Coded Data	Informant	Data Type
Situational Leadership Framework Telling (S1 – Directing)	-	-	-
Situational Leadership Framework Selling (S2 – Coaching)	"He actively engages in all matters that are requested by his subordinates." -Sales Executive A "He motivates me in both professional and personal aspects, which creates a comfortable working environment." -Sales Executive C "He promptly attends to my requests." -Sales Executive A and C "He provides assistance for every necessary task, which simplifies my responsibilities." -Sales Executive B "He displays a high level of aggression towards me. His managerial style involves closely monitoring his subordinates." -Sales Executive D	Sales Executive	Interviewed

Table 4.2 Coding Table (cont)

Domain Business Practice	Supporting Coded Data	Informant	Data Type
Situational Leadership Framework Selling (S2 – Coaching) cont	"He consistently seeks feedback from the designated clientele to enhance my performance." -Sales Executive C "He is an uncompromising individual who diligently monitors progress on a daily basis." -Sales Executive F "He proactively engages with new customers, but he is eager to achieve results within a day." -Sales Executive E "He promptly follows up on feedback after assigning new customers within a day." -Sales Executive B	Sales Executive	Interviewed
Situational Leadership Framework Participating (S3 – Supporting)	"He allows us to handle customers and provides his perspective on being involved in our decision-making process." -Sales Executive A "He participates in customer visits to finalize the agreement, but he does not take part in any other responsibilities." -Sales Executive E "He is solely responsible for assessing the situation and devising strategies for competitions." -Sales Executive C and F	Sales Executive	Interviewed

Table 4.3 Coding Table (cont)

Domain Business Practice	Supporting Coded Data	Informant	Data Type
Situational Leadership Framework Participating (S3 – Supporting) cont	"Manager B provided me with valuable support in effectively closing deals when I first started operating my new business" -Sales Executive E and F "He is prepared to participate in a customer visit in order to finalize the deal collaboratively as a team." -Sales Executive C "He endorses two significant tasks that create a sense of comfort while working with him." -Sales Executive D	Sales Executive	Interviewed
Situational Leadership Framework Delegating (S4 – Delegating)	"He delegates full responsibility to our key account customers and he has never followed up because he knows I am capable of handling them." -Sales Executive F "He has never inquired about the progress and has allowed me to work autonomously." -Sales Executive C, D and E "He only addresses feedback received from individual sessions." -Sales Executive A "He prioritizes overarching objectives and does not engage in specific tasks." -Sales Executive B	Sales Executive	Interviewed

Table 4.4 Coding Table (cont)

Domain Business Practice	Supporting Coded Data	Informant	Data Type
Situational Leadership Framework R1 Level (Low Competence, High Commitment)	-	-	-
Situational Leadership Framework R2 Level (Moderate Proficiency, Limited Dedication)	"I kindly request a separate meeting to individually assess and highlight my performance, apart from the regular one-on-one sessions." -Sales Executive A "I do not have a strong connection with Manager B, as he only engages with important matters." -Sales Executive B and C "I feel motivated when Manager A regularly checks in on my progress." -Sales Executive B "I need Manager B's decision, but when I approach him, he only provides his perspective without involving me in the decision-making process." -Sales Executive A "I feel secure when Manager A consistently inquires about my performance." -Sales Executive C	Sales Executive	Interviewed

Table 4.5 Coding Table (cont)

Domain Business Practice	Supporting Coded Data	Informant	Data type
Situational Leadership Framework R3 Level (Moderate to High Competence, Variable Commitment)	"While I consider his perspective, my decision is ultimately based on my own experience." -Sales Executive D and F "I believe that daily follow-up is not essential for me. I prefer to provide updates on progress only when issues arise or during one-on-one sessions." -Sales Executive D and E "I do not require additional supervision as I am capable of producing exceptional work without any inquiries from the managers." -Sales Executive D, E and F "Managers are required for their advice on important occasions, such as customer visits." -Sales Executive E "He provides me with valuable insights and knowledge that enhance my decision-making abilities." -Sales Executive F	Sales executive	Interviewed
Situational Leadership Framework R4 Level (High Competence, High Commitment)	-	-	-

4.1 Analysis

Leadership style

1. Manager A

   He is Selling (S2 – Coaching) style, He actively provides support to the subordinates who are in need. He actively engages in all matters demanded by his followers and also schedules individual meetings every Friday to monitor the progress. He consistently communicates his perspective, strategies, and attentively considers everyone's opinions. He firmly believes that he can provide assistance and motivation to his subordinates in order to produce exceptional work. In situations of utmost importance, he typically assumes the responsibility of making decisions on behalf of his subordinates in order to optimize profit. However, his primary vulnerability lies in his emotional state. Occasionally, he takes decisions influenced by his emotions, which negatively affect his subordinates who are now unable to collaborate with him, resulting in deteriorated relationships.

2. Manager B

   He is intermediate on Participating (S3 – Supporting) and Delegating (S4 – Delegating), He is prepared to assist his subordinates when they make requests in accordance with their requirements. He possesses extensive expertise and is a seasoned professional in the logistics business, prepared to share his knowledge with others. He is a receptive individual who is willing to engage in direct discussions with his subordinates, taking into account the specific circumstances and results. He actively engages in important events alongside his subordinates, fostering teamwork to achieve success in the business. For example, when customers visit, he takes the initiative to oversee the performance of his subordinates and provide guidance to improve their effectiveness. However, he has never made decisions only based on his own viewpoint. Instead, he will offer more comprehensive facts and his own perspective in order to contribute to the decision-making process. Additionally, he will grant appropriate authorization to his subordinates.

Follower Readiness Level

3. Sales Executive A

   He is on R2 level (Moderate Proficiency, Limited Dedication), He possesses the capability to effectively manage major account clients. However, he greatly relies on guidance from supervisors in several processes. In addition, he has a preference for individual meetings that are distinct from one-on-one sessions with supervisors. These meetings serve to assess his performance and highlight the tasks he needs to focus on in the future. The managers have confidence in his ability to achieve further success, yet, he lacks confidence when faced with new problems. He favors collaborating with Manager A since Manager A excels at establishing rapport with customers, aligning well with his own approach. However, Manager B made efforts to expedite the deal while prioritizing profit maximization.

4. Sales Executive B

   She is on R2 level (Moderate Proficiency, Limited Dedication), She began her employment with the company a year ago, but it has been underperforming. She favors managerial assistance in managing commercial relationships with consumers and affiliated entities, rather than operating independently. Based on their monitoring, the management are confident that her performance consistently produces exceptional work. However, she lacks confidence in her ability and requires guidance from management in order to effectively deliver her performance. She favors collaborating with Manager A since he consistently provides fast and efficient support for every issue.

5. Sales Executive C

   He is on R2 level (Moderate Proficiency, Limited Dedication), His primary focus is on frequent clients, as they are crucial for maximizing profits. He periodically acquires new consumers and also maintains contact with existing customers to enhance his performance. Conversely, he would require guidance and tactics from the management in various procedures to assist him in his teaching. Upon observing his

deteriorating performance, the managers displayed a comprehensive understanding of his circumstances and refrained from providing any critical input, particularly Manager A. He favors collaborating with Manager A since Manager A actively advocates for him and engages in direct and open discussions. Manager B experiences a sense of isolation and stress as a result of the need to meticulously organize information in order to prevent further inquiries.

6. Sales Executive D

He is on R3 level (**Moderate to High Competence, Variable Commitment**), Managers allocated him critical account customers to ensure the continuity of the company, and he has been able to consistently sustain his performance. He is self-sufficient and does not rely heavily on managers for support, as he can handle most situations on his own. However, he does require managerial support specifically during the negotiation process. He favors utilizing managerial tactics to plan his present and future performance, rather than engaging in one-on-one sessions. He believes that one-on-one sessions do not provide sufficient motivation for him. Manager B provides support in terms of strategies, market situations, and performance planning as a cohesive team, fostering a sense of comfort and ease in working together. Conversely, Manager A's abrasive demeanor elicits negative emotions and a lack of motivation to attend work.

7. Sales Executive E

She is on R3 level (**Moderate to High Competence, Variable Commitment**), She possesses the capability to excel and moreover cultivate new ventures to enhance her productivity. She does not require increased supervision from managers as she is capable of fulfilling her duties in both customer and operational departments. In addition, she possesses the capability to independently make judgments and resolve problems. However, she needs assistance from the management specifically in areas such as marketing campaigns, customer visits, and negotiating processes to optimize profit. She is driven by a novel task that has not been encountered previously. She favors collaborating with Manager B due to their ability to provide clear insights

into specific customer businesses and their willingness to engage in constructive discussions.

8. Sales Executive F

    He is on R3 level (Moderate to High Competence, Variable Commitment), He is a someone who has a strong desire to acquire knowledge in order to enhance his abilities. He aims to instill confidence in consumers by demonstrating his ability to identify optimal solutions and serve as a trusted counsel. He has the capability to execute his performance and adeptly negotiate with others to mitigate any negative sentiments. Despite facing a significant problem, he effectively resolves it and successfully takes on new challenges provided by the bosses. He does not require increased supervision from managers as he is capable of fulfilling his duties in both customer and operational divisions. However, he does need assistance during important events, such as customer visits to finalize deals. He chooses to collaborate with Manager B because of their aptitude for imparting knowledge, devising plans, and providing positive perspectives that enhance his performance.

Table 4.6 Matching leadership style and follower readiness level

Leadership Style	Follower Readiness Level
Manager A	• Sales Executive A • Sales Executive B • Sales Executive C
Manager B	• Sales Executive D • Sales Executive E • Sales Executive F

    Following interviews with six sales executives, I have obtained comprehensive data to analyze their traits and viewpoints in order to determine the leadership style and readiness level of two managers and six sales executives. This analysis aims to identify and address any differences in order to reduce the high turnover rate within the organization.

Recommendations

I would want to offer my suggestions to two managers on how they might modify their leadership style to align with the readiness level of their subordinates (Sungkhawan, 2009), with the aim of preventing conflicts inside the organization. Conversely, two managers must identify novel problems in order to improve the preparedness level of their subordinates.

Manager A

Leadership style: Selling (S2 – Coaching), To enhance leadership style from S2 level to S3 level (Supporting) (Sungkhawan, 2009), I recommend that he refrain from assuming all tasks. However, as a team leader, it is important for him to prioritize important matters and provide support to his subordinates in terms of expertise, information, and perspective. He should empower his subordinates to make their own decisions.

Follwer readiness level

R1 Level (Low Competence, High Commitment), It is necessary to clearly explain their responsibilities during the entire development to ensure their understanding of assigned tasks, without any angry emotions. Furthermore, he does not need to closely supervise them; he simply needs to provide them with a deadline and necessary information, allowing them to operate independently.

R2 Level (Moderate Proficiency, Limited Dedication), He will be suitable for subordinates with a readiness level at R2 due to the potential for them to feel at ease working together. Manager A's working behavior aligns well with the high tasks and high support required at S2 readiness level. They demonstrate a preference for regular updates on their responsibilities to ensure they are on track, and they seek motivation both in their personal and work lives.

R3 Level (Moderate to High Competence, Variable Commitment), Individuals at this level may exert pressure on themselves to perform at a high level due to their

awareness of their obligations and ability to fulfill them effectively. By continuously monitoring them, he inadvertently disrupts their work on their duties. If they require any assistance from him, such as during important business events or customer visits, they will independently seek his involvement in their decision-making processes or seek his guidance to get fresh insights.

R4 Level (High Competence, High Commitment), They are self-sufficient and do not require constant monitoring of their performance. They understand their obligations and are capable of fulfilling them effectively. He is only allowed to monitor the progress of mandated meetings.

Manager B

Leadership style: Intermediate on Participating (S3 – Supporting) and Delegating (S4 – Delegating), To sustain his leadership style at a high level in the long run (Sungkhawan, 2009), I recommend that he prioritize the results achieved by his subordinates and develop strategic plans that provide an overall view of the organization to help achieve the desired objectives.

Follwer readiness level

R1 Level (High Task/ Low Support), it is crucial for him to clearly articulate the roles of his team members during the entire development. This ensures that they have a comprehensive understanding of the tasks assigned to them. He can avoid approaching them or requesting frequent conversations from R1 level. Furthermore, he does not need to closely supervise them; instead, he should provide them with a schedule and necessary information, allowing them to work autonomously.

R2 Level (High Task/ High Support), The individual is expected to adjust to the R2 readiness level by establishing a connection, whether professional or personal, and making an effort to avoid strictly formal conversations. The R2 readiness level necessitates demanding tasks and extensive support. Occasionally, individuals may have a sense of unfamiliarity and discomfort when collaborating with R2, seeing a lack of knowledge about him. He can initiate a casual chat with them, then provide further

follow-up on their development and offer increased assistance by proactively addressing them first in order to minimize the discrepancy in rank and preparedness level.

R3 Level (Low Task/ High Support), He is capable of maintaining his performance or expression consistently, such as participating in important events and attending customer meetings with his subordinates. However, it is essential for him to engage in collaborative efforts with his subordinates, providing them with support in terms of knowledge, information, and viewpoint. Additionally, he must possess the ability to operate harmoniously as a team to ensure that the R3 readiness level is capable of delivering optimal performance.

R4 Level (Low Task/ Low Support), They will feel at ease collaborating with him because he refrains from interfering or encroaching upon their responsibilities as he has done in the past. He can assess their performance just through the obligatory company meetings.

CHAPTER V
CONCLUSION

5.1 Conclusion

Based on my interviews with six individuals, I have discovered numerous conflicts that were not apparent in their previous experiences. Prior to conducting data analysis, I had the belief that the issue at hand was not of great importance. However, I hypothesized that individuals may experience bad emotions due to work-related stress. However, disputes may arise within a team between managers and subordinates due to the contrasting leadership styles and levels of preparedness (Longo, 2019). The contrast affects personal emotions, workplace environments, biased opinions, and other related factors. They experience distress in circumstances that cause them to have diminished morale, low self-esteem, and dissatisfaction with their work at the organization (MGALU, 2017).

The Situational Leadership framework is crucial for analyzing situations because it provides clear criteria for leadership style and readiness level, allowing for the identification of significant characteristics of both leaders and followers. There are four distinct levels of leadership styles, ranging from the lowest to the highest: directing, coaching, supporting, and delegating. There are four levels of follower preparedness, which are characterized as follows: low competence/ high commitment, moderate proficiency/ limited dedication, moderate to high competence/ variable commitment, and high competence/ high commitment. The separation would be based on individual working styles, personal desires and requirements, the actions displayed by managers towards subordinates, and the perspectives of subordinates towards managers.

In order to determine the underlying causes of problems, I formulated interview inquiries centered around instances within the company where individuals collaborated on matters related to commerce, present duties, and new obstacles, and whether these instances led to conflicts within the organization or not. To gather data, I conducted interviews with six sales executives who work under two managers. The

purpose was to understand their observations from recent years, the type of support they require from their managers, the leadership style that they find comfortable to work with, and their feedback and feelings towards their managers based on their experiences. The inquiries would be gathered through qualitative research employing open-ended questions to scrutinize attributes and ascertain identities.

Upon careful analysis of each attribute, it becomes evident that there are notable differences between managers and subordinates in terms of their working style, hierarchical structure, and interpersonal relationships. These differences often result in conflicts within the organization and contribute to a hostile work environment. Certain employees experience discrimination or discomfort when working with bosses due to contrasting working styles and a lack of mutual understanding. In order to reconcile the differences in leadership style and preparedness level, individuals must adapt and align themselves to a common standard by adopting a new working style, acquiring knowledge, and comprehending each other's conduct. This is essential for minimizing conflicts inside the organization (Roy, 2006) (Duke, 2017). These factors could enhance the organization's retention rate, improve the working atmosphere, minimize conflicts during work collaboration, boost morale, and enhance self-esteem. However, managers have the ability to assess their strengths and weaknesses in order to cultivate their leadership styles. Upon analyzing the characteristics of individuals in both managerial and subordinate roles, I was intrigued to discover that subordinates with a readiness level of R2 tend to prefer working with managers who exhibit a leadership style at the S2 style. This preference arises from the alignment of their working styles, which fosters a sense of closeness and comfort during collaborative efforts. Subordinates with a readiness level of R3 enjoy working with managers that exhibit an intermediate leadership style on S3 and S4 styles. This is because they feel at ease and are more motivated to work when they have independence from their managers. However, the contrasting leadership styles and differing levels of preparedness naturally led to frustration and conflicts arising from a mismatch in their working styles. In future research, I aim to examine the characteristics of subordinates from the views of managers. This analysis will provide more comprehensive information to identify the root cause of issues and facilitate the development of long-term working styles.

5.2 Recommendation for future study

I aim to get a deeper understanding of the relationship between leadership style and the high turnover rate in the organization, as examined in this research. I propose that managers become cognizant of their qualities and modify their working style to enhance their effectiveness, comprehension, and appropriateness with subordinates. Their attributes may not be efficacious for all personnel and could have adverse effects on organizational circumstances. Managers should thoroughly assess and comprehend problems prior to engaging with their subordinates, in order to ascertain their capacity for collaborative work, provided they embrace the diversity inherent in each individual. When managers have a deep understanding of both themselves and their subordinates, they will be able to effectively address differences, reduce high turnover rates, and transform negative situations within the organization into positive ones that can be sustained over time.

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