Formulation of Situational Leadership Style in Controlling Work Stress of Bureaucratic Employees

Oleh:

[1]Fitriani[1*], [2]Ermaya Suradinata

[1]Program Studi Administrasi Publik, Fakultas Ilmu Sosial dan Ilmu Politik, Universitas Musamus
[2]Program Studi Ilmu Pmerintahan, Institut Pemerintahan Dalam Negeri

Email. fitriani310878@gmail.com

Abstract

The leader's behavior can be seen from the leadership style used by the leader in treating his subordinates in order to achieve organizational goals. Situational leadership style is very suitable for use by leaders in areas with cultural diversity such as Papua.This study aims to provide an overview of how the formulation of a situational leadership style in controlling work stress in bureaucratic employees in Papua Province. The research method used in this research is the mix method which is a combination of qualitative methods with mile Huberman analysis and simple quantitative methods. Informants consist of leaders (21 people) and employees or subordinates (130 people) spread over 7 (seven) offices within the Papua Provincial Government. The results of this study found that situational leadership style influenced 27.5% of employees' work stress, while 72.5% of other indicators were found to be able to control work stress.

Keyword: Leadership; Situational; Job Stress; Bureaucracy

INTRODUCTION

Leaders and individuals in the organization affect the success of an organization in achieving its goals. Leadership is important in organizational development because without good leadership it will be difficult to achieve organizational goals. A leader must be able to influence the members of his organization so that individual goals are consistent with the goals of the organization itself, but on the other hand the leader must also be able to formulate his leadership style to be able to control the work stress of his subordinates. The role of leadership in an organization is very important, where a leader is expected to have good leadership skills, among several existing leadership styles, there is one leadership style that is very interesting to study, namely situational leadership style. There is no single best way for a leader to lead his subordinates other than the attitude of a good leader, namely adjusting to the conditions of his subordinates and the conditions of an effective work structure. According to Hersey and Blanchard

quoted by Zunias (2011) that this situational leadership style will always try to adapt to the situation and conditions of the organization and is flexible in adjusting/adapting to the maturity of the subordinates and the work environment.

According to Luthans (2002) in Trisnaningsih (2007) Leadership styles are a way for leaders to influence other people/subordinates in such a way that the person wants to do the leader's will to achieve organizational goals even though personally this may not be liked. According to Hersey and Blanchard (1992) in Nursada et al (2008) the definition of situational leadership style is the leader's behavior in the form of instruction, consultation, participation, and delegation as measured by two main instruments, namely task orientation and relationship orientation. Based on the above understanding, the authors conclude that situational leadership style is a leader's behavior to influence other people/subordinates in the form of instructions, consultation, participation, and delegation as measured by two main instruments, namely task orientation and relationship orientation. There is no single best leadership style, meaning that a successful leader is one who is able to adapt his style to suit a particular situation. Hersey and Blanchard base their situational leadership approach around the main factor that has the greatest impact on the leadership style a leader can apply in a given situation, namely followers or subordinates. Specifically, that the amount of direction or support that must be provided by the leader depends on the level of maturity shown by the followers for a particular task, function, or goal that the leader wants to carry out through individuals or groups.

Situational leadership style is one of the modern theoretical concepts. This theory is a refinement of the weaknesses of the previous theory. Basically the leader performs a situation diagnosis to choose the most effective leadership style. Hersey and Blanchard in Wahyudi (2012) say that this theory is actually "a situation of how leaders must adjust their leadership style in response to the desire to succeed at work, the experience, ability, and willingness of their subordinates who are constantly changing, which focuses on the suitability between styles leadership (S) is in line with the level of maturity (M)". In this theory, the suitability between leadership style and the level of maturity of subordinates will result in the effectiveness of the leader. In relation to leader behavior, there are two things that are usually done by leaders towards their subordinates, namely: directing behavior the extent to which a leader is involved in one-way communication and supporting behavior the extent to which a leader is involved in communication two-way direction. The two behaviors are placed on two separate axes, so that the four basic styles of leadership can be identified. So in this theory there are four leadership responses based on the level of employee maturity, namely directing/informing Telling (S1), Selling (S2), Participating (S3) and Delegating (S4).

There are four levels of maturity (maturity) of subordinates, defined as the level of ability of subordinates to be responsible and direct their behavior in the form of will. Based on the level of maturity, according to Hersey and Blancard there are four types of subordinates, namely: (1) subordinates who are unable and unwilling M1, (2) subordinates who are unable but willing to be M2, (3) subordinates who are able but

unwilling M3 , (4) capable and willing subordinates M4. There are two Sub-Variables of Subordinate Maturity Levels: 1. Job maturity relates to Ability, indicators: work experience, job knowledge, job skills; 2. Psychological maturity (maturity of the soul) related to Willingness (willingness), indicators: Willingness to work, Willingness to assume responsibility, Dedication (dedication). Thus Situational Leadership focuses on situations where there is a match between leadership styles that are in line with the level of maturity of their subordinates.

The suitability of the situation between the leadership style and the maturity level of the subordinates produces an effective leader. In fact what is meant by situation here is the main core of Situational Leadership Theory research, which directs or guides researchers that this situational research is not research that examines the number of individual respondents, but the number of situations where leadership styles meet with the level of maturity of subordinates at four (4) levels maturity possessed by each of his subordinates, in each of their job responsibilities.

Stress is a dynamic condition in which an individual is faced with an opportunity, constraint, or demand that is related to what he really wants and whose outcome is perceived as uncertain and important. Stress is not always bad for individuals. Stress is referred to in a negative context, and has positive values, especially when the stress offers a potential gain (Robbins, 2003). The problem of stress in the organization has become the most important symptom since the demand for efficiency in completing a job began. According to Robbins (2003) stress indicates a dynamic condition in which an individual is confronted with an opportunity, constraint, or demand associated with what is desired and whose results are perceived as uncertain and important. According to Siagian (2007) states that stress is a condition of tension that affects one's emotions, thoughts, and physical condition. According to Veithzal (2004) work stress is a condition of tension that creates a physical and psychological imbalance, which affects emotions, thought processes and the condition of an employee, in this case the pressure is caused by the work environment where the employee works. According to Mangkunegara (2005) work stress is a feeling of pressure or feeling pressured by employees in dealing with work. According to Zamralita (2005) work stress can be understood as a situation in which a person faces a task or job that cannot or cannot be reached by his abilities.

Based on some of the definitions above, the authors conclude that work stress is a condition of tension that affects the emotions, thoughts, and physical condition of an employee in dealing with tasks or work that cannot be reached by his abilities. Conditions that tend to cause stress or generate stress are called stressors. Stress can help or hurt auditor performance, depending on how high the stress level is. If there is no stress, there are also no work challenges, and the auditor's work performance tends to decrease, conversely in line with increased stress, the auditor's work performance tends to increase, because stress helps the auditor to direct all resources in meeting work needs. Stress is a healthy stimulus to encourage auditors to respond to job challenges. Finally, stress reaches a stable point that roughly corresponds to the auditor's

performance ability. Furthermore, if the stress becomes too great, the auditor's work performance will begin to decline, because stress interferes with the execution of work. The auditor loses the ability to control it, becomes unable to make decisions, and his behavior becomes erratic.

The leader's behavior can be seen from how the leadership style used by the leader in treating his subordinates in order to achieve organizational goals. The situational leadership style is very suitable for use by leaders who are in areas that have cultural diversity, such as in Papua. Papua Province is one of the regions that has received special autonomy rights (OTSUS), but faces many problems in its implementation. As conveyed by the Governor of Papua Province at the Jakarta Musrenbangnas, April 2006 that Papua is in a "Paradoxical Situation" namely Papua which politically has the right to Special Autonomy, abundant natural resources, relatively small population compared to its area, but still lives in in the midst of political conflict and economic and social downturn. Geographically, Papua Province has an area of 31,706,208 km2, with a population of 1,945,854 people, divided into 250 tribes and 250 languages. The number of poor people in 2004 was 966,800 people (BPS data) and 38.69 percent of the population mostly lived in villages (kampung) and remote areas. In addition, 75 percent of the population's livelihoods are farmers with very simple subsystem methods. This condition is in stark contrast when compared to the wealth of natural resources it has.

Various efforts have been made by the Central Government and the Provincial Government of Papua to improve the implementation of Special Autonomy in Papua. Many policies are directed at improving the situation, especially those related to poverty and underdevelopment, human rights violations, and governance performance. It is hoped that these various policies will have a positive impact on the Papuan people little by little. However, it is suspected as stated by Vidhyandika Perkasa and Dyah Mutiarin (2008) that this is still not as expected because there is still an assumption that these policies in their implementation actually increase the dependence of the region and the people of Papua on the Central Government, besides that it does not stimulate the spirit of detachment from poverty, people are pressured by traditional values but are trapped in modernization values, and pay little attention to the potential and capacity of local communities as actors of development.

Muridan S Widjojo (2009) also stated that what happened was that the community ended up remaining poor, development was considered a failure, the bureaucracy was considered a failure in creating basic rights services and good performance for the public. The bureaucracy is also considered a source of problems because of the prominence of the euphoria of the local people, as well as low competence, being hedonistic, wasteful, and being a bureaucracy that doesn't care. In Vidhyanika Perkasa (2009) states that it is suspected that the government is run by the model of tribal chiefs by adopting the Big Man model which is characterized, among other things, that the position of leader is obtained because of achievement, the source of power lies in the individual's ability to allocate and distribute (material) wealth; the

ability to be diplomatic, oratory, the courage to lead war, has the character of generosity, the ability to manipulate people and resources to achieve one's own goals or goals.

The statements above show that there has been a chaotic condition of the community due to weak governance. While in other parts of Indonesia it seems busy campaigning for the need for good governance to oversee the steps of local governments in building their communities, in Papua this hope still feels very far away. The complexity of the problems above, can be identified that Papua in general is experiencing a "crisis in the realization of governance", the wheel of development is not running so that it neglects aspects of public services and justice both economically and politically. Regional leaders also cannot be used as role models for the community because of the prevalence of KKN and their concentration in local political dynamics to secure their own position. Broadly speaking, the government operates with a lack of control, pays little attention to regulations, and public institutions in various regions in Papua are seen as less than optimal.

One thing that becomes a big thought and question for researchers is the situation of the Provincial Government of Papua which is so complex but with a government system that is still top-down, so that Papua and all other provinces that are more advanced are subject to the same laws in terms of staffing and organization. . Even though Papua is one of the provinces that received Special Autonomy, the reality is that it only adds to the problems that already exist there. Papua is under pressure from traditional values but trapped in modernization values. This requires a major breakthrough to improve the situation in Papua which must involve all elements.

The main actor element is the individual from the bureaucracy itself, which consists of leaders and subordinates (Civil Servants). So the function of leadership here is very important and influential in the implementation of the course of government. Previous studies stated that the type of leadership in Papua is still following the traditional Papuan political leadership style system (Mansoben in Abdi Frank, 2013), namely (1) the Big Man leadership style system or authoritative man adopted by the tribes in southern Irianjaya, (2) the Ondoafi or tribal leadership style system adopted by the tribes in northeastern Irianjaya, (3) the Royal leadership style system adopted by the western tribes, (4) the Mixed leadership style system adopted by the tribes in the bay Cenderawasih and the north coast of Bird's Head. As said by Vidyandika Perkasa (2009) that the leadership skills of these types are only for manipulating people and resources in order to achieve their own goals or objectives. So this type of traditional Papuan leadership is actually neither supportive nor appropriate for adoption into the world of bureaucracy.

Under these conditions, if we look at it from the side of the government organization, what kind of situational leadership style formulation is used by the characteristics of leaders in Papua? So this research will use and bring the Hersey-Blanchard Situational Leadership Theory to explain the phenomenon that occurs, by bringing it together with the work stress of employees within the bureaucratic

organization of the Papua Provincial Government. The actions of this researcher are supported by statements from Hersey and Blanchard in Wahyudi (2012), that "Situational leadership can be brought and used in every type of business and industrial organization, government, military, or even family, as well as in any situation where people try to influence the behavior of others." This condition will support researchers in realizing the objectives of this research to provide an overview of how the formulation of a situational leadership style in controlling work stress in bureaucratic employees in Papua Province.

RESEARCH METHOD

This study used a qualitative method. In this research, qualitative data is used to explain quantitative data. The use of these two methods is considered to provide a more complete understanding of the research problem than the use of one of them. The research specification used is descriptive analysis which aims to create a description or picture of the facts, characteristics and influences between the phenomena being investigated.

RESULT AND DISCUSSION

Previous research used in this research is: (1) Irma Sally Melati Tampubolon (2009) The Effect of Job Stress on Employee Work Performance at PT. Ice Factory, (2) Aqbil Ghani Ansyar, Sri Suwarsi, Aminuddin Irfani (2017) The Influence of Workplace Stress and Situational Leadership Style on Employee Performance at PT. BPR Metro Asia Mandiri Bandung City, (3) Wahyu Putra Pratama (2014) The Influence of Situational Leadership Style, Locus of Control and Job Stress on Auditor Job Performance, (4) Duwi Ermawati and Praptiestrini (2021) The Influence of Leadership Style and Job Stress on Performance Employees of Pt. Pamor Spinning Mills Karanganyar, (5) Mathias Diebig (2016) Leadership and Work Stress: A Three Study Investigation on Stress-Related Antecedents and Consequences of Full-Range Leadership Behaviors, (6) Norshaffika I. Zaiedy Nor, Daniella M. Mokhtar & Haznina A. Hazuan (2021) The Associations between Work Stress, Leadership Behaviors and Job Performance among Workers in Three Types of Occupations in Malaysia, and (7) Yessi Yunita and Deni Budiana (2021) The Influence Of Leadership Style And Work Stress On Employee Job Satisfaction.

The framework of this research refers to the statement from Hersey and Blanchard (1982) in Thoha (1986:310) that situational leadership style has a concept with an understanding of the relationship between (1) effective leadership style, indicators include instruction (S1), consultation (S2), participation (S3), delegation (S4) and (2) maturity level of subordinates, indicators include low (M1), low to medium (M2), medium to high (M3), high (M4); and a statement from Hasibuan (2007:201), namely that the factors that cause work stress include: (1) Work load, indicators include qualitative and quantitative; (2) Working time, indicators include a short period of time for completing tasks; (3) Work conflict, indicators include personal relations with leaders or fellow auditors of the same level; (4) Leadership attitude, indicators include

fairness, pressure from leaders and (5) Remuneration that is too low, indicators include low salaries and inadequate facilities.

Situational Leadership Style

Leaders are human beings who are few in number, but their role in the organization is a determinant of success and the success of organizational goals to be achieved. Leaders within the state apparatus are essentially the main actors and role models. Public administration experts agree that leadership is the essence of administration and management, which has a central role. Leaders are trusted, able to guide the organization's journey towards predetermined goals. Leaders of the state apparatus should be able to become an inspiration to their subordinates in particular and society in general, so as to be able to trigger and spur their great human potential, challenge conventional ideas, take risks in an effort to pursue goals and dreams, create enthusiasm for perfection, and focus on a vision that guides our organization as well as our country and embraces humanity. Aziz Sanapiah in his article entitled Dimensions of Apparatus Leadership in the Perspective of Public Service: Building the Trust, that leadership is one of the key factors in organizational life, including in the public sector. Thoha (2004) states that an organization will succeed or even fail largely determined by leadership factors.

Bureaucratic leadership is the ability to influence and provide motivation to subordinates, which has an impact on increasing the performance of the employees they lead in achieving organizational goals (Sutarto, 2004). Leadership in public organizations is a process of influencing the activities of a person or group of people to achieve the goals of public organizations in certain situations. Leadership also means focusing only on how to get the job done, so that the job can be done effectively. The effective leader is one who is able to direct his subordinates to achieve two goals, namely organizational goals and their own individual goals. This means that the progress of public organizations, their static dynamics, growth and development, death of life, whether someone is happy or not working, and whether they are effective or not are also determined by the appropriate leadership style applied in the organization concerned. The precise application of this leadership style produces an effective leader.

In the results of Perceptions (a) and (b) leaders are seen by subordinates as tending to use the S2 and S3 styles and leaders use them effectively on their subordinates whose maturity levels are M2 and M3. This is in accordance with the profiles of the two styles 2 - 3 which were found from the results of the analysis of LEAD self and Lead other data accumulated at the Center For Leadership Studies, which said that leaders in some developing cultures tend to have a more structured style profile (S2 and S3).) tend to work effectively with people who have M2 and M3 maturity levels. Styles S2 and S3 are considered the safest styles. Regarding the developing culture mentioned earlier, the background for leaders assessing their subordinates tends to be at the M3 and M2 maturity levels, apart from job maturity towards job responsibilities and psychological maturity towards the work responsibilities of subordinates, leaders also assess the personality of the leader himself.

This analysis states that a person's personality is a collection of behavior patterns that develop over time so that other people see it as the person's personality. and Child. This ego state has nothing to do with age in a chronological sense, but with age in a psychological sense. In this study, leaders position themselves as nurturing parents (Nurturing Parent) of subordinates who are considered as their own family. Where leaders think of themselves as someone who understands and pays attention to other people or their subordinates, while still setting boundaries and giving directions. Or in other words, leaders assess the maturity of their subordinates and create relationships and treat their subordinates as in a family environment in carrying out their work. So that the leaders in this study tend to place their subordinates at the M2 and M3 maturity levels.

Furthermore, in Perception (c) research which is the perception of subordinates on their own maturity and suitability with the leader's leadership style (perceptions of subordinates), proves that there is compatibility at maturity level and leadership style M2 - S2, M3 - S3, M4 - S4. This is because according to the data collected, the highest data is at the intersection of the M3 maturity level and the S3 leadership style, followed by M2 – S2 and M4 – S4, while the other data are scattered at each maturity level and leadership style. At this stage, besides that, subordinates place themselves according to how their leaders perceive them as part of the leader's family and as human nature (Theory X and Y - McGregor) especially in theory Y which assumes that subordinates are not lazy, can be trusted, can be self-directed and creative at work if properly motivated. So that subordinates assess themselves like that and can work in teams (according to the results of written interviews at the beginning of the study). In theory, leaders with theories X and Y can apply 4 leadership styles at once, leaders in theory Y who consider their subordinates at the M1 and M2 maturity levels apply the S1 leadership style (notify), if at the M2 and M3 maturity levels the leader applies the S2 leadership style (peddling) and S3 (participatory), and if at the maturity level of M4 then the leader uses the S4 leadership style (delegating). While the position of subordinates who are considered as family by the leader ultimately places subordinates to assess the leader as a good parent and himself as a good family member who respects the position of parents. In this study it is also indicated that subordinates seem to put themselves in a safe position, because as stated by the researcher, subordinates are not sure if the data on the value of this questionnaire will not affect their performance appraisal at the end of the year.

This statement is in accordance with the Hersey-Blanchard Situational Leadership Theory, developed by Paul Hersey and Ken Blanchard. This theory suggests that leadership effectiveness depends on the extent to which the leader is able to adapt his leadership style to the situation and the level of maturity or readiness of his subordinates. According to Hersey-Blanchard's Situational Leadership Theory, there are four basic leadership styles that leaders must consider, namely: (1) Directing: Leaders give clear instructions to their subordinates because they have little experience or maturity in the tasks given. (2) Coaching: Leaders provide more intensive direction and

support to subordinates who are still not fully experienced, but have shown a willingness to learn and develop. (3) Supporting: Leaders provide emotional support and give more freedom to subordinates who already have experience and are ready to complete tasks. (4) Delegating: The leader gives full responsibility to his subordinates who are mature and competent in their duties. This theory emphasizes that leaders must be able to identify the maturity level of their subordinates and choose an appropriate leadership style. Therefore, leaders need to change and adapt to the different conditions and characteristics of their subordinates. Apart from Hersey-Blanchard's Situational Leadership Theory, there are also other theories that support the concept of adaptive leadership, such as Fiedler's Situational Leadership Theory and Charismatic Leadership Theory, which recognize the importance of leaders adapting their leadership styles to achieve the best results in various situations and with various types. subordinate.

It can be concluded that in this study the evaluation of subordinates is actually influenced by how the attitude of the leader treats his subordinates. even though at the time of filling out the questionnaire the seats were separated between the leader and subordinates and the researcher emphasized to the subordinates that the results of this questionnaire were only intended for research purposes and kept confidential, the subordinates were still reluctant and unsure to fill in according to the actual situation.

In addition to these three perceptions, the researcher believes that the leadership of the 7 (seven) agencies in the Papua Provincial Government is oriented towards the relationship and situation of their subordinates. leadership with this relationship orientation realizes work prioritizing reciprocal interactions between leaders and their subordinates based on human relations that respect respect and mutual respect for one another. Leaders with this orientation are very open to the participation of their subordinates and provide opportunities for their subordinates to excel according to their respective abilities and leaders also attach importance to cooperative relationships between subordinates and between subordinates and leaders, this is in line with the S3 (participatory) leadership style. With a harmonious working relationship, of course, you can overcome the weaknesses or deficiencies of other subordinates, in this case, of course, leaders more often form work groups to achieve their work goals.

Leaders here are also oriented to the situation or maturity of their subordinates, which demands different ways of treating and/or interacting with their subordinates to achieve good individual and organizational performance. This leadership is a very flexible leadership that is able to change its leadership style whenever there is a change in the maturity of its subordinates. This kind of leadership certainly leads the leader to be able to recognize well the maturity conditions of his subordinates in solving problems or completing work which requires him to change his leadership style every Pertime he faces the maturity of his subordinates who are not the same. This changing leadership style is not easy to implement, because the maturity of the subordinates is not the same as one another so it is difficult to generalize, while from the leader's point of view there is a tendency to only like and be able to implement only one leadership style.

This statement is in accordance with the situational leadership theory of Paul Hersey and Ken Blanchard, where the Situational Leadership Theory argues that leadership effectiveness depends on the suitability of the leader's style with the level of readiness or maturity of his followers in a particular situation. This theory identifies four leadership styles: (1) Telling (S1): In this style, the leader gives specific instructions and supervises the task closely. Suitable for followers with low maturity or readiness. (2) Selling (S2): Here the leader provides guidance and support while still making decisions. Suitable for followers with medium readiness. (3) Participating (S3): In this style, the leader involves followers in decision making and problem solving. Suitable for followers with medium to high readiness. (4) Delegating (S4): This style involves minimal direction from the leader, and followers are responsible for their tasks. Suitable for followers with high readiness. According to this theory, a leader must be able to recognize the level of maturity or readiness of each of his subordinates and adjust his leadership style accordingly

Employee Stress

Hariandja (2002) says that stress is emotional tension or pressure that is experienced by someone who is facing enormous demands, obstacles, and there are very important opportunities that can affect one's emotions, thoughts and physical condition. This stress will arise when there are demands on someone who are felt to be pressing, burdening or exceeding the adjustment power of the individual Wijono, (2006). Stress is a response from a person to physical and mental challenges that come from within or outside of him (Nasrudin, 2010: 183). Umar (2009: 265) states that stress has the potential to interfere with employee job satisfaction, depending on how much the stress level is. The occurrence of an increase in work stress on employees, can be caused by the behavior of superiors Hamdani, (2012). Leaders must have a strong leadership spirit so that what is expected can be realized together with their employees and not cause stress for their employees Sitanggang, (2013). Research conducted by Soegiono, (2010) found that a poor leadership style causes employees to become unproductive and less creative so that it has an impact on not achieving the career aspirations of employees which makes employees feel stressed about their work. According to Che Ngah et al., (2013) in his research stated, leadership style is a pattern of behavior shown by leaders in influencing others, leadership styles can differ in various countries, especially in aspects of culture, approach and language.

Leadership style has an important role because the leader is a management function, which can influence employees at work so that they can achieve organizational goals Skansi (2000). Research conducted by Rehman et al., (2012) says that everyone takes a different leadership style according to the situation they find or are faced with at that time. Every leader in paying attention to fostering, mobilizing and directing all potential employees in their environment has a different pattern from one to another, this is due to the different leadership styles of each leader (Priyono, 2012). Individual and group behavior in designing effective work teams and demonstrating leadership styles will produce output, namely employee job satisfaction Yohanas,

(2007). Research conducted by Dewi (2007) found that there is an influential relationship between leadership style and employee job satisfaction. Mangkunegara (2008: 157) states that the causes of work stress include leadership style, workload that is felt to be too heavy, work time is urgent, etc.

Based on the results of the research conducted, the situational leadership style formulation in controlling work stress on bureaucratic employees in Papua Province is to continue to use a leadership style that is appropriate to the situation (maturity of subordinates) where the majority of leadership styles that can be used are inter-leadership styles Consultation (S2) for low to moderate level of subordinate maturity (M2) and participative leadership style (S3) for medium to high level of subordinate maturity (M3), with a slightly colored instructional leadership style (S1) for low level of subordinate maturity (M1) and delegation leadership style (S4) for high subordinate maturity level (M4). The application of this situational leadership style is expected to minimize employee work stress (workload, work time, work conflict, leadership attitude and remuneration). This study also found that 72.5% which influences employee work stress control is the individual's own stress level factor, and the individual's living culture, so the formulation of the results of this study that the leadership style formulation that is suitable for controlling work stress in bureaucratic employees is to divide into two forms of formulation that are suited to the employee's maturity conditions. The two formulations are the major formulation which is intended for employees who have medium maturity (M2) and medium-medium maturity (M3); and the minor formulation is intended for employees who have low maturity (M1) and high maturity (M4). in the major formulation for the M2 maturity level, the consultative leadership style (S2) for M2, and the participative leadership style (S3) for M3 are dominant, while in the minor formulation the instructional leadership style (S1) is dominant for M1, and the delegative leadership style (S4) is dominant.) for M4. If there is an appropriate leadership style and employee maturity, employee work stress can be controlled. Apart from that, things that also influence this control are the individual employee's stress level and the employee's individual life culture.

CONCLUSIONS

The conclusion of this study is that the application of a situational leadership style formulation in controlling work stress on bureaucratic employees in Papua Province is urgently needed by leaders, where bureaucratic leaders can dynamically implement a leadership style according to the situation (maturity of subordinates) by paying close attention to individual stress level factors. itself, and the culture of individual life which is known to be 72.5% controlling employee work stress while 27.5% can apply where the majority of leadership styles that can be used are Consultation leadership style (S2) for low to medium level of subordinate maturity (M2) and Participatory leadership style (S3) for medium to high level of subordinate maturity (M3), with slightly colored instructional leadership style (S1) for low level of subordinate maturity (M1) and delegation leadership style (S4) for high level of subordinate maturity (M4). The application of this situational leadership style is

expected to minimize employee work stress (workload, work time, work conflict, leadership attitude and remuneration). The application of this formulation is expected to contribute to reducing the stress of bureaucratic employees and provide recommendations to leaders on the appropriate leadership style to use, so as to achieve the expected organizational goals.Suggestions that can be given by researchers are: (1) Leaders must be able to assess the maturity of each employee and get to know the lives of individual employees, especially those that can influence the quality of employee work, (2) Leaders must be able to adapt and apply their leadership style according to the maturity of their employees, (3) Leaders must be able to group their employees into major formulation groups or minor formulation groups, (4) Employees must be able to separate problems outside the office and inside the office so that it does not affect the quality of their work, and (5) Employees must be able to adapt to the work culture where they work and be able to control the work stress they encounter.

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