



Situational Leadership in Agricultural Extension Services: Exploring Telling, Selling, Participating, and Delegating Practices in Indonesia

Melka Sesa Prasita, Indah Nurmayasari, Yuniar Aviati Syarief

Faculty of Agriculture, University of Lampung

Email: melkaasesaprasita@gmail.com

Abstract

Background. Situational leadership is essential for improving organizational effectiveness in agricultural extension services, particularly when extension workers face diverse responsibilities, competencies, and field conditions.

Aims. This study aims to analyze the Extension Coordinator's implementation of situational leadership at the Agricultural Extension Center (Balai Penyuluhan Pertanian/BPP) in Batanghari District, East Lampung Regency, Indonesia, based on four dimensions: *telling*, *selling*, *participating*, and *delegating*.

Methods. The study employed a qualitative descriptive approach and was conducted from March to June 2023. Data were primarily obtained through interviews with eight informants and analyzed to describe leadership practices within the organization.

Result. The findings indicate that all four dimensions of situational leadership were implemented in managing agricultural extension personnel. The *telling* dimension was reflected in clear task direction, supervision, guidance, work standards, and assistance in solving work-related problems. The *selling* dimension was demonstrated through two-way communication, motivation, consultation, deliberation, and regular monitoring, although openness to employees' suggestions and criticism was not fully consistent. The *participating* dimension was characterized by transparency, employee involvement in decision-making, and support for ideas and creativity; however, recognition and rewards for employee performance remained limited and were primarily verbal. The *delegating* dimension was evident in assigning individual responsibilities, trusting task management, allowing autonomy in completing duties, supporting creative approaches, and supporting competency development.

Conclusion. Overall, the Extension Coordinator applied an adaptive combination of directive, supportive, participative, and delegative behaviors. Strengthening openness to employee feedback and establishing more consistent recognition mechanisms could further improve the effectiveness of situational leadership within agricultural extension services.

Keywords: agricultural extension; situational leadership; telling; selling; participating; delegating



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INTRODUCTION

The agricultural sector plays a strategic role in improving the nation's economy, including as a source of food, a main employment opportunity for farmers, and a contributor to the country's national income. The agricultural sector's role can be maximized if Indonesia's natural resources are balanced with quality human resources. If these two aspects can be maximized as best as possible, then food needs will be met, and farmers will become more prosperous so that the country's economy will increase.

Samodro (2022) Human resources are one of the main drivers of an organization's smooth operation; even an organization's progress or decline depends on the quality and availability of its human resources. For this reason, every organization needs to pay attention to and regulate the quality of its employees' performance to improve performance. To achieve good performance results, organizations or agencies need a system that can work synergistically and dynamically. This system involves efficient human resources, the fulfillment of the needed technology, and organizational or agency policies that can support the interaction between human resources and technology because organizations are very synonymous with a group of structured and systematic individuals in a system (Maarif and Kartika., 2021).

Agencies that require interaction between human resources and technology in a structured and systematic organization include the Agricultural Extension Center (BPP). BPP is an example of an agency in the field of agriculture that acts as a forum bridging the government and farmers, so it plays a strategic role in determining the success of agricultural development in Indonesia. BPP's success in achieving its goals is certainly not easy. It requires strong leadership from extension coordinators (korluh) who can adapt to technological developments and provide clear direction to their subordinates, so they understand their duties and how to carry out those directions to achieve the agency's goals.

This is because one of the important resources in an organization or agricultural agency is the quality of leaders. Leaders are highly reliable in directing an organization because they use their authority and leadership to direct employees and take responsibility for their work in achieving goals. Leading means creating a culture and shared values, communicating goals to employees, and giving direction to employees to have a higher level of performance and in accordance with the expected goals.

To understand the characteristics of leadership possessed by a person, it must be understood that leadership has three components, namely leaders, followers, and situations

(Ginting and Haryati, 2012). A person who is a good leader in a certain situation with a certain follower does not necessarily have the ability to lead in different situations and with different followers. This is in accordance with one of the theories of the leadership model, which reveals that there is no most appropriate way to lead; all that exists is that leaders must be able to adapt to all situations and change the leadership style based on the situation faced (Tarigan, 2022). This means each leader's leadership style will be different because it depends on the level of readiness of their followers or team members. A leadership style that suits the needs of its members is carried out to create a comfortable work environment within the group. If the leadership style applied is not in accordance with the needs of the members, it can reduce the performance of the members (Shafira) *et al.*, 2023)

To optimize the performance of agricultural extension workers, Korluh can consider many factors to carry out their duties properly. The role of a field agricultural extension worker in this case plays the role of a farmer supervisor, organizer, dynamizer, trainer, technician, and a bridge between farmer families and government agencies in the agricultural sector (Wicaksono, 2020). In addition, extension workers also act as renewal agents who help farmers recognize the problems they face and find the necessary solutions. Agricultural extension workers work under the leadership of korluh and also work to build harmony among farmer families, which is important for implementing various agricultural projects. The main task of agricultural extension workers is to invite, encourage, teach, and guide farmers to be willing and able to master and apply the information shared with them in improving their agricultural performance.

One obstacle to implementing agricultural extension is the shortage of extension workers. This results in a larger workload for extension workers because they are responsible for more villages than the maximum limit of villages that extension workers can assist. Posluhtan in 2016 stated that the number of agricultural extension workers throughout Indonesia was 47,898 people consisting of 25,932 civil servants (54.14%), 19,083 (39.84%) field daily extension workers in the state budget (39.84%), and 2,883 (6.02%) daily extension workers in the APBD while the number of villages or sub-districts throughout Indonesia is 78,063 so that to meet the needs of one village one extension worker is still lacking agricultural extension workers, which is approximately 30,165 people (Sulandjari *et al.*, 2020). Based on this information, it can be said that the lack of extension workers also affects the results of the BPP's performance.

METHODS

This study used a qualitative approach. According to Yusanto (2020) The qualitative research method seeks a deep understanding of a symptom, fact, or reality. Then it is explained again by Mukhid (2021) Qualitative research is carried out carefully, in-depth, and in detail to collect complete data and produce information that shows certain qualities. Qualitative research uses several methods, including descriptive research. Descriptive research is limited to revealing a problem, situation, or event as it is; it simply reveals facts and provides an objective picture of the actual state of the object being studied.

Research Location and Data Collection Time

This research was carried out at the Batanghari District Agricultural Extension Center (BPP), East Lampung Regency, Lampung Province. The Batanghari District Agricultural Extension Center was chosen because of a problem there: a shortage of extension workers. The research was carried out from March to June 2023.

Research Methods

The first step the researcher took in starting the research was to determine the location and conduct a pre-survey of the site to be used. The location used in this study is the Agricultural Extension Center (BPP) of Batanghari District, East Lampung Regency, Lampung Province. Before the research was carried out, the researcher first asked permission from the Extension Coordinator at the Batanghari District BPP to conduct research at the location, as well as conduct interviews to obtain the information needed to complete the research data, such as an overview of the location, the number of extension workers, the position of extension workers, and others. After obtaining permits, the researcher can only conduct research activities at the BPP Batanghari District, East Lampung Regency.

DISCUSSION

According to (Wijaya *et al.*, 2018) Hersey and Blanchard's theory of situational leadership has four dimensions. These four dimensions are telling, *selling*, *participating*, and *delegating*. The telling leadership style is one in which the leader makes decisions, gives instructions to subordinates, supervises them, and then evaluates their performance. Indicators in the *telling* dimension are: the leader can give clear work orders, and the leader always gives directions for solving work problems. The following is an explanation related to the implementation of the *telling* dimension at the Agricultural Extension Center (BPP) Batanghari District, East Lampung Regency:

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Korluh informs and explains in detail the tasks given

According to the results of interviews that the author has conducted with eight informants, the following data or information was obtained about the clarity of the correlation in assigning tasks. The answers from the first informant are as follows:

"If the main task of an extension worker is already clear and there are already rules from the center, so usually he only explains the tasks that must be done this week."

According to the first informant, Korluh informed and explained in detail about the tasks that must be completed in the next one week, while the answer from the third informant was:

"So we have a special group of extension workers on WhatsApp, so he sometimes gives you any information through it. One of them is information about the task."

According to the informant, the third korluh uses social media such as *WhatsApp* to provide all kinds of information, one of which is information related to tasks. In notifying this information, there is no specific time limit (flexible).

In carrying out their duties, the extension coordinator is obliged to implement and apply the principles of coordination, integration and synchronization both within their respective environments and with organizational units within the scope of the sub-district in accordance with their respective duties. The Extension Coordinator is responsible for coordinating, providing instructions and directions to each of his subordinates in carrying out their duties. In addition, according to Hakimi (2020) In order for an agency to be able to operate effectively, a leader has the main function, namely a task-oriented function or problem-solving (*task related/problem solving function*). This function is related to the function of the leader in explaining all things related to work, coordinating, and evaluating his subordinates. Therefore, the korluh as a leader must be able to inform and explain in detail the tasks given so that subordinates can work more effectively.

Korluh Supervises the Implementation of Duties

According to the results of interviews that the author has conducted with eight informants, the following data or information was obtained about the technical supervision of extension workers' duties by the Korluh. The answers from the first informant are as follows:

"He went directly to the field to see the situation in the field, so later at the evaluation meeting on Monday he cross-checked directly to the extension worker in the wilbin. To check whether he really went to the field or not, the extension worker." According to the first informant, the

way to go directly to the field to directly monitor the situation in the field will then be cross-checked with the records of the extension worker in charge of the wilbins. The practice of *checking* is by asking directly "if in 39 what percentage have been planted and so on" while the answer from the second informant is as follows:

"He often contacts me by phone. He is usually on the phone asking where my position is now, what else is that? Because apart from Monday, we went to the field. In addition, he also made Monday a day to evaluate the activities of the past week. Later, we will be asked how the developments in the field are. "

According to the informant, the second form of supervision carried out by the Korluh to the extension workers is by contacting the extension workers directly by phone when the extension workers are in the field to ask where they are and what is being done. In addition, the Korluh also holds an evaluation once a week every Monday to evaluate the work for the past one week.

Smash Bros. (2011) mentioned that to carry out his duties, a korluh has duties, among others, namely supervising his subordinates. The supervision needs to be carried out by the korluh so that when there is a mistake made by the subordinate, the korluh can correct it as soon as possible. This is in accordance with the statement (Irawan, 2022) that an extension coordinator is obliged to foster and supervise his subordinates in carrying out their duties and in the event of deviations, to immediately carry out the necessary guidance and actions in accordance with laws and regulations. The form of direct supervision of the korluh can be seen in Figure 9.

Korluh Provides Guidance

According to the results of interviews that the author has conducted with eight informants, the following data or information was obtained about the korluh in providing guidance to extension workers. The answers from the first informant are as follows:

"He is an exemplary extension worker, so he has a lot of experience. He often tells us about his experiences. So yes, one of the ways he guides us is through the story of his experience."

According to the first informant, his way of guiding the extension workers was by telling about the experiences that Korluh had. Korluh told about the experience he had while he was in the office which at the same time gave his direction to his subordinates while the answer from the sixth informant was:

"The way he guides him is to give a direct example of how an extension worker should be. So he became the role model right away."

According to the informant, the sixth way of korluh in providing guidance is by being a direct example for them. He gave a direct example of how an extension worker's attitude should be and so on. The following are the results of the interview with korluh:

"If I provide guidance, it's more about direct advice. Because in my opinion, by giving direct examples, what is more, it's more appropriate."

According to Korluh, giving direct examples is the best way to provide guidance to his subordinates. Because Korluh tries to build an example in himself so that when subordinates see directly their subordinates will follow him faster than just through orders. This is also in accordance with the statement (Irawan, 2022) that an extension coordinator in addition to coordinating and supervising his subordinates, Korluh is also obliged to foster his subordinates in carrying out their duties.

Korluh Sets Work Standards

According to the results of interviews that the author has conducted with eight informants, the following data or information was obtained about the way the corrupt set work standards. The answers from the fourth informant are as follows:

"Work standards, yes, if the work standards are his way, it's by giving a deadline for completing tasks. In general, just follow the same standards that are in Law Number 16 of 2006."

According to the fourth informant, the korluh sets the work standards for the extension workers. One of the work standards set by the korluh is by providing a deadline for the work and in general the korluh follows the work standards that have been listed in Law No. 16 of 2006 while the answer from the fifth informant is as follows:

"The duties of the korluh are clear, so in setting the work standards, the korluh only follows the applicable SOPs from the center in Law No. 16 of 2006 because it is absolutely inviolable. Except for additional tasks like such as extension workers this week, they have to make a weekly report related to their respective fostered areas. Now that's it, he just made his own work standards. What kind of report must be made, when it should be completed and so on."

According to the fifth informant, the korluh sets work standards in accordance with the SOP (Stadar Operasional Procedure) that has been in effect or made by the central government as stated in Law No. 16 of 2006, but the korluh still sets additional work standards for additional tasks as well.

Based on data or data *reduction* information, Korluh sets work standards based on Standard Operating Procedures made by the central government. In addition, Korluh provides deadlines for work or tasks for the next week. Based on the results of Korluh displaying data to determine *work standards, extension workers follow the applicable Standard Operating Procedures (SOP), while for housekeeping, Korluh only mentions what work must be done every day.* The final result of the conclusion drawing/verification is that Korluh has set work standards for extension workers.

Korluh Gives Briefing

According to the results of interviews the author conducted with eight informants, the following data or information was obtained about how the korluh gave awards. The following is the answer from the first informant:

"Yes, as a leader, he certainly gives directions to us so that we can work in accordance with the goals to be achieved. The direction he gives is sometimes directly, sometimes only through a group wa."

According to the first informant, Korluh, as the leader, has given a briefing to the extension workers, which was delivered directly (oral) or indirectly, namely through messages in the *WhatsApp group* of employees working at the Agricultural Extension Center of Batanghari District, East Lampung Regency, while the answer from the second informant was as follows:

"If the direction is definitely yes, because the direction is very important, yes, if it is in an organization so that it can run according to the goals that have been made. For example, he gave us directions for the next week: what should we do?"

According to the informant, the two korluh have given a briefing to their subordinates. The korluh's briefing focuses on completing tasks or work within the next week.

Based on data or information, the korluh provides direction directly (oral) or indirectly, through messages in the *WhatsApp group*. The korluh delivers briefings to complete tasks within the next week. The korluh briefs both extension workers and admins, while for HK, the korluh gives directions directly when they want to start working. The final result of the conclusion/verification is that, as a korluh leader, he is able to give direction to his subordinates so they can work in accordance with the goals prepared beforehand.

Korluh Helps in Finding Solutions

According to the results of interviews that the author has conducted with eight informants, the following data or information was obtained about helping in finding solutions. The answers from the fifth informant are as follows:

"Korluh usually invites us to further discuss the problems that are being experienced so that we can find the best solution."

According to the fifth informant, the way to help extension workers find solutions is to invite them to discuss and find the best solution. The trick is to ask their subordinates' opinions one by one in the office, then discuss them together. The answer from the seventh informant is:

"Now the data has to be input in the simluhtan, while the access is all over Indonesia, so the server is often down. The obstacle I often experience is difficulty inputting farmers' NIKs. Later, if I report that there is a problem, I will immediately ask Mas Raffel for help to help me."

According to the informant, the seventh way to find a solution is to ask other extension workers who understand IT better to help him overcome obstacles.

"I'm old, so it's true that for IT problems I prefer to ask for help from those who understand better to help, but if for problems that are in the field I can help as much as possible."

The final result of the conclusion drawing/verification is that the korluh helped find a solution for his subordinates.

Selling Dimensions

The *selling* dimension is a dimension in which the leader involves subordinates in every decision and builds trust through two-way communication. The indicator in the *selling dimension* is that the leader provides opportunities for subordinates to give their opinions and always motivates his subordinates to complete the work. The following is an explanation related to the implementation of the *selling* dimension at the Agricultural Extension Center (BPP) Batanghari District, East Lampung Regency:

Korluh is open to input/ideas/opinions/criticism

According to the results of interviews that the author has conducted with eight informants, the following data or information was obtained about the openness of the korluh related to input, ideas, opinions, or criticisms. The following is the answer from the second informant:

"He is a very open person, especially with new things. He is also not an anti-criticism person. So if there are things we want to convey, we don't hesitate to convey them."

According to the second informant, the corpse is very open to input, ideas, opinions, and also criticisms so that subordinates do not feel hesitant to convey input, ideas, opinions, and also criticisms to him, while the answer from the fifth informant is as follows:

"Yes, Korluh is very open. Usually, when you meet like that, Korluh often asks us if there are any suggestions that you want to convey. If someone gives you a suggestion later, you will be accommodated with him if you don't discuss it together right away."

According to the informant, the fifth korluh is very open to ideas, inputs, opinions or suggestions from his subordinates. For example, during meetings led directly by the korluh. The korluh often asks his subordinates if they have suggestions to convey, and if so, he accommodates them or discusses them directly with his subordinates.

Based on data or *data reduction* information, it is found that the korluh is very open to ideas, opinions, inputs, and suggestions from his subordinates. When there is input, he accommodates it or discusses it directly with his subordinates. For the results of *data display*, the korluh receives input, ideas, opinions, or criticism, but according to the fourth informant, sometimes in certain situations, the korluh has not been able to receive input. The final result of *conclusion drawing/verification* is that the korluh has not fully received ideas, input, suggestions, and criticism. Being a leader should be sensitive to various suggestions. A leader must be flexible, open, and sensitive to external suggestions that are positive or constructive. With this trait, a leader can better understand the conditions and desires of his subordinates, making it easier to give instructions or orders. A leader must be flexible, open, and sensitive to external suggestions that are positive or constructive in nature.

Korluh Provides Motivation

According to the results of the interviews that the author has conducted with eight informants, the following data or information was obtained about the motivation given by the corluh. The answers from the third informant are as follows:

"If he gives motivation, he often says to make your work a hobby. So that the work is more enjoyable, it doesn't feel heavy."

According to the third informant, as a korluh leader, he has tried to motivate his subordinates. One way is by reminding his subordinates to make their work a hobby so it feels

more enjoyable and less heavy. This sentence was conveyed by the korluh while he was in the office, while the answer from the fourth informant was as follows:

"One of the forms of motivation provided by the korluh is through the selection of exemplary extension workers held every year."

According to the fourth informant, Korluh selects exemplary extension workers once a year as a form of work motivation for extension workers. This motivates extension workers to become the best extension workers as well. According to Hakimi (2020) An agency can operate effectively if a leader performs two main functions: task-oriented functions, or problem-solving (task-related/problem-solving function), and group maintenance functions, or social functions (*Group Maintenance Function/Social Function*). This function relates to the leader's role in helping the agency or organization operate more smoothly. This function is also related to the emotional satisfaction needed to develop and maintain the agency or organization. The maintenance function of a leader involves several things, one of which is providing motivation to subordinates.

Applying the Principle of Consensus

According to the results of interviews that the author has conducted with eight informants, the following data or information was obtained about applying the principle of consensus deliberation. The answers from the fifth informant are as follows:

"Yes, korluh applies the principle of consensus deliberation. For example, every time there is something, korluh always invites us to discuss to determine the best choice."

According to the fifth informant, the korluh has applied the principle of consensus deliberation. This can be seen from the way the korluh always invites discussion whenever a decision will be made or when there are new ideas for the progress of the Batanghari District BPP, while the answer from the sixth informant is as follows:

"So we have an evaluation meeting every Monday; in addition to the evaluation, there is also an agenda to discuss the difficulties experienced by each of my subordinates."

According to the informant, the sixth korluh has also applied the principle of consensus deliberation. The practice is that, during an evaluation meeting led directly by him once a week, difficulties or obstacles experienced by subordinates are discussed together.

Based on data or data reduction information, it was found that the korluh applied the principle of consensus deliberation by inviting subordinates to discuss decisions or find the best solution when they faced difficulties or obstacles. Based on the data display results, it is known that

Korluh requires his subordinates to always discuss any matter to determine the best choice and find a solution. The final result of *the conclusion drawing/verification* concluded that Korluh has been able to apply the principle of consensus deliberation to his subordinates.

Korluh Open to Questions (consultation)

According to the results of interviews the author conducted with eight informants, the following data or information was obtained about the openness of the korluh to questions or consultations. The following is an explanation related to the implementation *of the selling dimension* at the Agricultural Extension Center (BPP) Batanghari District, East Lampung Regency:

"Korluh creates open communication so we don't hesitate to ask him questions or consult him."

According to the first informant, Korluh is very open to questions or consultations, because he tries to create open communication so that the extension worker does not hesitate to ask questions to Korluh, while the eighth informant's answer is:

"He really likes to tell stories, so if he wants to ask something, he is happy, so I often consult anything with him because he is a parent and also a leader who has a lot of knowledge and inspiration."

According to the eighth informant, who is a *housekeeping or office boy* and is also the youngest employee at BPP Batanghari District, East Lampung, explained that Mr. Ashari is a leader who likes to tell stories, so he does not hesitate to ask questions or consult him related to anything, including personal problems

Based on the data, Korluh is a type of leader who likes to tell stories and tries to create open communication so subordinates do not hesitate to ask questions. Based on the data display results, Korluh creates open and active communication by asking whether extension workers have questions, so they do not hesitate to ask or consult. The final result *of conclusion drawing/verification can be shown by the extension worker feeling comfortable asking questions*. The following is a statement from Korluh:

"Yes, I continue to build communication between us as much as possible. One of them is this consultation. I try to create a non-stressful atmosphere so that they are not afraid to consult with me or just ask questions."

Korluh Monitors and Handles Extension Workers

According to the results of interviews that the author has conducted with eight informants, the following data or information was obtained about the monitoring and control carried out by the korluh to extension workers, admins, or housekeeping. The following is the answer from the third informant:

"Oh yes, ma'am, so on Monday there will be routine evaluation activities. Later, at the time of the activity, each extension worker is asked to report their respective wilbin, so it will be a form of supervision and control."

According to the informant, the third way to monitor and control the work of extension workers is to routinely conduct evaluations. The evaluation is carried out once a week, namely every Monday. In the evaluation activity, the extension workers will report their respective target areas, while the answers from the seventh informant are as follows:

"He actively asks about the progress of the targets that must be completed. He usually asks me directly or asks me via WhatsApp."

According to the informant, the seventh form of control and supervision carried out by the korluh to the admin is to actively ask questions about the progress of the task that has been given, either face-to-face or through WhatsApp messages or phone calls.

Based on data or information, the korluh supervises and controls his subordinates by holding a routine evaluation once a week, every Monday. The korluh leads the evaluation directly, and all extension workers and admins must attend. The final result of *the conclusion drawing/verification* is evidenced by the korluh directly leading the evaluation activity.

A leader must not only do planning but also have to monitor and control (Suwatno, 2019). This function is useful for maintaining relationships between subordinates or employees, influencing the tempo, ensuring that all actions are taken in an effort to achieve goals, maintaining the relevance of discussions, and encouraging subordinates to take action or make decisions.

Participating Dimensions

The *participating* dimension is that the leader is willing to agree with his subordinates, help them develop responsibility, and support their decision-making; the leader provides facilities by listening more to his subordinates. The indicator in this dimension is that the leader asks for input from subordinates in decision-making and participates in solving work problems.

The following is an explanation related to the implementation *of the participating* dimension at the Agricultural Extension Center (BPP) Batanghari District, East Lampung Regency:

Korluh Is Transparent

According to the results of interviews that the author has conducted with eight informants, the following data or information was obtained about the transparent attitude of the informants. The answer from the first informant is as follows:

"Yes, he is very transparent with us, especially with office matters. He is transparent except for his personal life."

According to the first informant, Korluh has been transparent to his subordinates. But only for office work, not with Korluh's personal life, while the answer from the fourth informant is as follows:

"Korluh is transparent if it is necessary. For example, in terms of financial management, it must be transparent. So he is transparent with us."

According to the fourth informant, the korluh has been transparent with his subordinates when necessary, such as in office financial management. He reports to his subordinates once a month on how the money is used and how much remains in the balance. The final conclusion was that the korluh has been transparent with his subordinates. A leader's transparent attitude is essential. Because this creates trust in the leader, which is essential for subordinates to be easier to direct.

Korluh Hands Over Decision Making

According to the results of interviews that the author has conducted with eight informants, the following data or information was obtained about the submission of decision-making. The following are the answers from the first informant:

"For his big decisions that are decisive but still involve extension workers. As for decisions in wilbin, he leaves it entirely to the responsible extension workers."

According to the first informant, the korluh handed over the collection to the extension worker for their respective wilbin or for personal responsibility, while major decisions related to the korluh office were not given to the subordinate. However, the subordinate was still involved in determining the decision, while the answer from the second informant was as follows:

"Every time he wants to make a decision, he will ask for our opinion. So we are not the ones who make the decision; we just give suggestions or inputs."

According to the second informant, every time a korluh makes a decision, it involves subordinates providing suggestions or input, and the korluh remains the one who makes the decision. Based on data or data reduction information, the korluh has handed over decision-making to his subordinates if it is indeed the right of his subordinates. However, for office decisions, the korluh still makes the decision while involving his subordinates to provide input and suggestions. The final result of the conclusion drawing/verification is that the korluh has handed over task-taking to his subordinates. The following is the answer from the korluh:

"If I do still leave some decision-making to my subordinates. Because from there we also train them to be able to choose which is good, which is right or which is not good and not right. Moreover, each of them has a fostered area that they must foster."

Korluh Gives a Recognition and Award

According to the results of interviews that the author has conducted with eight informants, the following data or information about recognition and awards were obtained. The following are the answers from the third informant:

"The award of an item is like never before. If it comes to me, it's the most, yes, just say something like "Mrs. Ruki was really cool yesterday" and things like that."

According to the third informant, Korluh has never given awards in the form of special goods to extension workers who have achieved or have good performance. Korluh only gives a greeting to him if he achieves achievements or has good work grades, while the answer from the fourth informant is as follows:

"In my opinion, Korluh does not give awards in any form because Korluh has a prestige nature. But that's what I think, ma'am."

According to the informant, the fourth korluh still has the prestige to give recognition or appreciation to his subordinates; so far, the korluh has never given a special award. Based on data or data reduction information, korluh has not given awards in the form of goods or the like to outstanding extension workers. Korluh only gives a recognition or appreciation statement to extension workers with good performance achievements. The final results of the conclusion drawing/verification concluded that Korluh has not been able to give awards to extension workers or their subordinates.

According to Squirting (2022) Giving recognition and appreciation is also a form of success for a leader. Even reproach sometimes needs to be given to subordinates, but it must be objective and aim to correct mistakes.

Based on an interview with the extension coordinator at BPP Batanghari District, he did not give an award in the form of goods because it was not included in the work budget provided. Therefore, he, as the leader of BPP Batanghari District, East Lampung Regency, only gave a speech and other awards as a form of recognition and appreciation that he gave to his subordinates.

Korluh Develops Ideas and Creativity from Subordinates

According to the results of interviews that the author has conducted with eight informants, the following data or information was obtained about the corruption in developing ideas and creativity from subordinates. The following is the answer from the second informant: *"Korluh develops our ideas and creativity by giving full confidence in completing the tasks that have been given. So Korluh tells us what to do, and then later he gives us the freedom to decide how to solve it, how important it is to be good, and that the task is done."*

According to the informant, the second informant has developed ideas and creativity from his subordinates, namely by giving full trust to his subordinates to complete the tasks that have been given by using their respective ideas and creativity, while the answer from the sixth informant is as follows:

"He is very supportive of us to continue to have creative ideas in any matter. For example, yesterday I had an idea to use the land in front of me to grow melons, and he fully supported my idea."

According to the sixth informant, Korluh strongly supports his subordinates' creativity. One example is that Korluh supported his subordinates' creative idea to use yard land in BPP Batanghari District to plant melons and use the results for office cash. Based on data reduction information, Korluh has developed ideas and creativity from his subordinates. This includes tasks and other creative initiatives, such as using yard land at BPP Batanghari District. Based on the data display results, *Korluh develops ideas and creativity from his subordinates by freeing employees to use any technique or method to complete their tasks*. Korluh also took advantage of the idea from extension workers to use the yard land as a melon orchard or fish pond, and the proceeds from the sale will be used as office cash. Then, for the final result of *conclusion drawing/verivication*, it can be proven by Figure 20.

Delegating Dimensions

The *delegating* dimension is when the leader gives subordinates a lot of responsibility and opportunities to make decisions, while remaining more dominant in planning and implementation. The leader is just monitoring. The indicator in the delegating dimension is that the leader gives full responsibility to subordinates to complete the work. The following is an explanation related to the implementation of the *delegating* dimension at the Agricultural Extension Center (BPP) of Batanghari District, East Lampung Regency:

Korluh Provides Personal Responsibility

Based on interviews the author conducted with eight informants, the following data and information were obtained about the korluh who gave personal responsibility. The following is the answer from the first informant:

"If it was a special personal responsibility, he gave me the trust to handle the program."

According to the first informant, Korluh gave him personal responsibility by making the first informant the head of the program section at the Agricultural Extension Center of Batanghari District, East Lampung Regency, while the answer from the fifth informant was as follows:

"If the responsibility is specifically to head a certain field, it is not. It is only in the form of a responsibility to hold the assisted area."

According to the fifth informant, the korluh gave him personal responsibility for the fostered areas in several villages. The korluh did not give more personal responsibility to be the head of a certain section. Based on data or *data reduction* information, the korluh gave personal responsibility to the first informant by making him the head of the program, while the fifth informant korluh gave him personal responsibility for several assisted areas in several villages. For *data display*, Korluh gave more personal responsibility to certain people who were more competent. The final conclusion was that Korluh gave personal responsibility to employees who had worked longer at BPP Batanghari District.

Korluh Gives Trust in Task Management

According to the results of interviews the author conducted with eight informants, the following data or information was obtained about trust in task management. The following are the answers from the first informant:

"Each extension worker already has their own target area. Every time there will be a provincial office that wants to conduct research in our target area, he always entrusts it to us to manage it."

According to the first informant, Korluh gave the task of managing the extension workers. For example, when there is an agency that comes to the target area (Wilbin) to conduct research or the like, Korluh always entrusts me to arrange the visit, while the answer from the seventh informant is as follows:

"He entrusted me as an admin to input data - important data becomes a form of trust in task management."

According to the seventh informant, he gave the trust of task management to him to become an admin in charge of inputting important data to the Simluhtan. Based on data or data reduction information, *Korluh gave task management trust to his subordinates by having them input important data into the Simluhtan and arrange visits to be carried out within the wilayah* of each extension worker. Based on the data display results, Korluh entrusted task management to the extension workers, admins, or Housekeeping (HK). The final results *of the conclusion drawing/verification* concluded that Korluh had entrusted the task to his subordinates.

Korluh Hands Over Assignment To Subordinates

According to the results of interviews that the author has conducted with eight informants, the following data or information was obtained about the handover of assignments to extension workers. The following are the answers from the fourth informant:

"He's a very flexible person. He leaves it to us how we take and complete tasks."

According to the fourth informant, Korluh completely handed over the assignment to the extension worker. Korluh also left it to the extension worker to complete the task according to their respective creativity, while the answer from the sixth informant was as follows:

"Korluh handed over the task to the extension officer. If the admin has difficulties in the data input process, he asks me to take over the task."

According to the sixth informant, the korluh has also given additional trust in task management. One example is helping the admin if the admin experiences obstacles or difficulties. Based on the data and data reduction, it is known that the korluh has given task management trust to his subordinates. For example, to the sixth informant, who is specifically asked to help the admin if the admin experiences obstacles or difficulties in entering data. Regarding the results of the data display, the korluh is a leader who delegates task management to his subordinates when it is the extension worker's responsibility. The final conclusion is that the korluh has entrusted task management to his subordinates.

Korluh Applies a Free Attitude in Creativity

According to the results of interviews that the author has conducted with eight informants, the following data or information was obtained about applying a free attitude in creativity. The following is the answer from the third informant:

"Yes, Mrs. Korluh gives us freedom, especially to complete tasks. So, as creative as we are, what do we want? For example, in every village there is a KWT; the Korluh just frees us to make the KWT rich, what is the program. "

According to the third informant, the korluh takes a free approach to creativity, especially in developing their respective fostered areas. Because the korluh believes that if the korluh gives freedom to extension workers to be creative, then extension workers will be more developed and have many benefits, while the answer from the fifth informant is as follows:

"He is a person who doesn't have to be a jerk; he is also very open and always likes new ideas or ideas. Sometimes, he even asks us if there are new ideas to make his office even better."

According to the fifth informant, Korluh is very open to new ideas, and according to the sixth informant, Korluh applies a free attitude toward creativity with his subordinates. Based on the data and data reduction, Korluh applies a free attitude toward creativity for his subordinates so the office improves and its resources can be further developed. Based on the data displayed, Korluh is open to new ideas and gives his subordinates the freedom to continue being creative, as long as it is good and useful. The final conclusion is that Korluh has applied the principle of freedom in creativity to his subordinates at the Agricultural Extension Center of Batanghari District, East Lampung.

Korluh Supports Competency Development

According to the results of interviews that the author has conducted with eight informants, the following data or information was obtained about the correspondents supporting in the development of competencies. The following are the answers from the first informant:

"He is actually the most enthusiastic person to support our competence. For example, he often reminds us to take part in certification. Even though he himself has not. But he really wants to make the extension workers under him into great people."

According to the first informant, Korluh strongly supports developing the competencies of extension workers. One of them is through the extension certification program. Korluh always reminds his extension workers to follow the competencies so that the extension workers

become extension workers who have good competence, while the answer from the eighth informant is as follows:

"As an HK, I continue to be supported by him to be able to have a better position, especially since I am also a scholar."

According to the eighth informant, who is a *Housekeeping* or *Office Boy*, Korluh is very concerned about the development of his subordinates' competencies. Korluh does not differentiate himself from other extension workers. Korluh also often provides information about promotions for his subordinates. Based on data reduction information, Korluh is very concerned and supports the development of competencies of all his subordinates without distinguishing between extension workers and Housekeeping (HK). An example is by reminding his extension workers to do certification to become more competent extension workers and providing information about promotions to HK. For the results of the *data display*, Korluh supports competency development by sending extension workers to participate in training or by continuing to remind and motivate. The final results of *conclusion drawing/verification* are evidenced by extension workers who participated in one of the trainings on making vegetable fertilizers.

CONCLUSION

Based on the research results, it can be concluded that the Extension Coordinator (Korluh) at the Agricultural Extension Center (BPP) of Batanghari District, East Lampung Regency, has implemented a situational leadership style through four dimensions: *telling*, *selling*, *participating*, and *delegating*. This application shows that Korluh can adjust his leadership behavior to his duties, work conditions, and the level of responsibility of his subordinates.

In the *telling* dimension, Korluh provides direction and explains tasks, sets work standards, conducts supervision and evaluation, provides guidance, and helps subordinates find solutions to work problems. In the *selling* dimension, Korluh builds two-way communication, provides motivation, opens consultation rooms, and applies deliberation in problem-solving and decision-making. However, openness to input, ideas, suggestions, and criticism still needs to increase to make subordinate involvement more effective.

In the *participating* dimension, Korluh has shown transparency, involved extension workers in the decision-making process, and provided opportunities for subordinates to develop ideas and creativity. However, rewarding subordinates for good performance or

achievements is still not optimal and is more often expressed through verbal appreciation. Meanwhile, in the delegating dimension, Korluh has given subordinates trust and responsibility to manage tasks, foster areas, and complete work according to their respective creativity. Korluh also supports the development of subordinate competencies through certification, training, and information on career development.

Overall, the implementation of situational leadership in BPP Batanghari District shows a combination of direction, support, participation, and delegation. This leadership pattern gives extension workers space to work independently while still receiving direction and support from leadership. To increase leadership effectiveness, Korluh needs to be more open to input and develop a more consistent reward system for subordinates' performance and achievements.

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