

SITUATIONAL LEADERSHIP IN THE CONTEXT OF GLOBAL ENTREPRENEURIAL BUSINESS: EFFECTIVE COMMUNICATION STRATEGIES FOR ADDRESSING ENVIRONMENTAL CHANGES

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ABSTRACT

The current global business environment is highly dynamic and fraught with uncertainty. Globalization, technological advancements, and rapid economic changes compel companies to continually adapt. Situational leadership is crucial as it enables leaders to adjust their leadership styles according to the situation and organizational needs. This research aims to explore and analyze the effectiveness of situational leadership in the context of global entrepreneurial business, with a specific focus on the communication strategies employed to tackle environmental changes. This study utilizes a literature review method with a qualitative approach. Data were gathered from articles accessed via Google Scholar published between 1988 and 2024. The study findings indicate that situational leadership offers an adaptive and effective approach in addressing the complexities of the global business environment. By tailoring leadership styles to specific situations, leaders can achieve maximum effectiveness in guiding teams and managing change. Effective communication strategies such as transparency, regular feedback, active listening, and leveraging technology support the successful implementation of situational leadership. By proactively preparing and managing change effectively, leaders can ensure that their organizations remain competitive in facing global business challenges.

Keywords: *Situational Leadership, Global Entrepreneurial Business, Effective Communication, Environmental Changes*

KEPEMIMPINAN SITUASIONAL DALAM KONTEKS BISNIS GLOBAL KEWIRASAUSAHAAN: STRATEGI KOMUNIKASI YANG EFektif UNTUK MENGHADAPI PERUBAHAN LINGKUNGAN

ABSTRAK

Lingkungan bisnis global saat ini sangat dinamis dan penuh dengan ketidakpastian. Globalisasi, perkembangan teknologi, dan perubahan ekonomi yang cepat memaksa perusahaan untuk terus beradaptasi. Kepemimpinan situasional menjadi penting karena memungkinkan pemimpin untuk mengubah gaya kepemimpinan mereka sesuai dengan situasi dan kebutuhan organisasi. Penelitian ini bertujuan untuk mengeksplorasi dan menganalisis efektivitas kepemimpinan situasional dalam konteks bisnis global kewirausahaan, dengan fokus khusus pada strategi komunikasi yang digunakan untuk menghadapi perubahan lingkungan. Penelitian ini menggunakan metode tinjauan pustaka dengan pendekatan kualitatif. Data diambil dari artikel-artikel yang diakses melalui Google Scholar dengan rentang waktu publikasi dari tahun 1988 hingga 2024. Hasil studi menunjukkan bahwa kepemimpinan situasional menawarkan pendekatan yang adaptif dan efektif dalam menghadapi kompleksitas lingkungan bisnis global. Dengan menyesuaikan gaya kepemimpinan sesuai dengan situasi yang spesifik, pemimpin dapat mencapai efektivitas maksimal dalam mengarahkan tim dan mengelola perubahan. Strategi komunikasi yang efektif, transparansi, umpan balik berkala, mendengarkan aktif, dan penggunaan teknologi mendukung keberhasilan implementasi kepemimpinan situasional. Dengan mempersiapkan diri proaktif dan mengelola

perubahan dengan baik, pemimpin dapat memastikan organisasi tetap kompetitif dalam menghadapi tantangan bisnis global.

Kata kunci: Kepemimpinan Situasional, Bisnis Global Kewirausahaan, Komunikasi Efektif, Perubahan Lingkungan

INTRODUCTION

In this dynamic era of globalization, the business environment presents high complexity and uncertainty (Bashan & Kordova, 2021). Companies are under pressure to quickly adapt to technological advancements and dynamic economic changes. In this context, situational leadership becomes crucial as it allows leaders to adjust their approaches to evolving conditions and urgent organizational needs. Flexible and responsive leadership styles can provide a competitive advantage in this competitive global market (Iamine & abdelkadeur, 2020).

Amidst increasingly integrated globalization, companies worldwide face diverse and complex challenges. Situational leadership, as a concept, is critical in providing a flexible framework to respond to varying dynamics of the global market (Sarjito, 2023). Leaders must understand and manage cultural differences across regions and navigate different policies, complex regulations, and demands from local stakeholders.

Effective communication forms the cornerstone of adaptive and complex situational leadership principles. Effective leaders articulate organizational visions, missions, and goals clearly, while possessing the ability to empathetically listen and respond appropriately to team input (Jankelová & Joniaková, 2021). Successful communication also serves as a primary driver in building and maintaining strong, trustworthy relationships with employees, business partners, and various stakeholders.

In facing the ever-changing dynamics of the business environment, leaders are required to demonstrate crucial adaptive and proactive qualities. Situational leadership, embraced by responsive leaders, provides a framework enabling them to swiftly and effectively understand and respond to market changes (Rabarison et al., 2013). By employing

a situational leadership style aligned with the circumstances, leaders can efficiently identify and tackle new challenges while simultaneously leveraging emerging opportunities amidst change.

In the continually evolving entrepreneurial world, innovation is key to maintaining competitiveness. Situational leadership approaches accommodate and encourage innovation by allowing teams space to experiment and adopt new approaches (Groeger & Schweitzer, 2014). Leaders who choose the right leadership style can create an environment that fosters creativity, motivates employees to think out-of-the-box, and enhances the organization's ability to innovate continuously.

In the context of complex global business, work teams often comprise members from diverse cultural backgrounds. Situational leadership is key in effectively managing the dynamics of multicultural teams (Ridlwan et al., 2021). Leaders adept at adopting this approach can adjust their communication styles to align with different cultural values within the team, ensuring respect for diversity and leveraging it as a resource to achieve shared goals.

Through the application of situational leadership, organizations can significantly enhance their performance and productivity (Mustofa & Muafi, 2021). This approach allows leaders to tailor their leadership styles to the specific needs of employees and the workplace environment, directly contributing to increased motivation, job satisfaction, and employee loyalty. The positive impact of these dynamics extends beyond individual aspects, influencing overall organizational performance in navigating various changes and complexities within the continually evolving global business environment.

Based on the explanations above, this research aims to explore and analyze the

effectiveness of situational leadership in the context of global entrepreneurial business, with a particular focus on communication strategies used to address environmental changes. This study is expected to provide deep insights into the importance of situational leadership and effective communication in the global business context, offering practical guidance for leaders in facing challenges and seizing opportunities in the era of globalization.

LITERATURE REVIEW

Situational Leadership

Situational leadership is an approach that emphasizes the flexibility and adaptability of leaders in adjusting their leadership styles according to the situation at hand, the team's needs, and the readiness and competence levels of individuals within the organization (Khattak et al., 2023). This approach was developed by Paul Hersey and Ken Blanchard, who argue that there is no one most effective leadership style for all situations (Thompson & Glasø, 2018). Instead, leaders must be able to identify and adapt their styles—whether more directive or supportive—based on situational factors such as employee maturity levels and task complexity. Thus, situational leadership enables leaders to dynamically manage change, motivate teams, and effectively achieve organizational goals.

Global Entrepreneurship

Global entrepreneurship refers to entrepreneurial activities that operate in international markets, where entrepreneurs initiate, manage, and develop businesses that cross national boundaries (Reuber et al., 2018). This concept involves identifying business opportunities in various countries, understanding cultural differences and regulations, and addressing global challenges such as logistics, currency differences, and political risks. Global entrepreneurship demands high adaptability, deep understanding of global markets, and innovative strategies to compete effectively in diverse international business environments (Dhanias et al., 2024). Therefore, entrepreneurs must possess global insights and the ability to integrate various cross-cultural and economic aspects into their business strategies (Sutrisno et al., 2024).

Effective Communication

Effective communication is the process of conveying information, ideas, or messages clearly, accurately, and understandably to ensure mutual understanding between the sender and receiver of the message (Kourkouta & Papathanasiou, 2014). Effective communication involves using appropriate language, active listening, providing constructive feedback, and considering the context and audience needs. This includes not only verbal communication but also non-verbal cues such as body language and facial expressions, all of which play a role in ensuring messages are received and understood correctly. In a business environment, effective communication is key to building good working relationships, enhancing team collaboration, and achieving organizational goals more efficiently (Musheke & Phiri, 2021).

Environmental Change

Environmental change refers to various dynamics and transformations in the external environment that influence how organizations operate and make decisions (Cakmak, 2023). These changes may include technological advancements, economic fluctuations, demographic shifts, government regulatory changes, and social and cultural trends. Environmental changes can create both new challenges and opportunities for organizations, thus requiring adaptability and quick responsiveness (Sung & Kim, 2021). In a business context, understanding and anticipating environmental changes are crucial for maintaining competitiveness, managing risks, and capitalizing on growth opportunities arising from these changes.

RESEARCH METHODOLOGY

This research employs a literature review method with a qualitative approach to analyze the effectiveness of situational leadership in the context of global entrepreneurial business, particularly focusing on effective communication strategies for addressing environmental changes. The qualitative approach was chosen because it allows researchers to deeply understand the phenomenon of situational leadership and

communication strategies across various business contexts and situations.

Data were collected from articles accessed through Google Scholar published between 1988 and 2024. Google Scholar was selected as the primary source due to its broad access to relevant academic literature and research. Initially, 54 relevant articles were identified. These articles underwent rigorous selection based on criteria such as topic relevance, methodological validity, and contribution to the research field. Following this selection process, 28 articles were chosen for further analysis.

The analysis was conducted descriptively to depict and comprehend how situational leadership and communication strategies are applied in diverse global business situations. The analytical process involved categorizing and coding articles based on main themes such as situational leadership styles, communication techniques, as well as challenges and opportunities in global entrepreneurial business. Data from these articles were then synthesized to identify key themes and patterns that emerged, aiding in understanding how various aspects of situational leadership and effective communication are interconnected and influence organizational performance.

Based on thematic analysis, conclusions were drawn to formulate the research's main findings, including effective situational leadership strategies and communication practices that support adaptation to business environmental changes. This method provides a comprehensive overview of situational leadership and communication strategies in global entrepreneurial business, offering insights applicable to managerial practices.

RESULTS AND DISCUSSION

In the rapidly evolving era of globalization, businesses and entrepreneurship face unprecedented challenges and opportunities. The dynamic business environment demands leaders to possess flexibility and adaptability in addressing rapid changes. In this context, situational leadership

emerges as a highly relevant and effective approach. Situational leadership underscores the importance of leaders adjusting their leadership styles according to specific situations to achieve maximum effectiveness. One key element of situational leadership is effective communication strategy.

Situational leadership was first introduced by Paul Hersey and Ken Blanchard in their book "Management of Organizational Behavior" (J Ramakanth, 1988). The core of this theory is that there is no one-size-fits-all leadership style that is most effective in all situations (Hakim et al., 2021). Instead, leaders must be flexible and capable of adapting their leadership style based on the readiness and competence of their followers. This leadership style includes four primary approaches: directing, coaching, supporting, and delegating.

1. Directing: The leader provides clear and specific instructions and closely monitors performance. This style is suitable for followers who are inexperienced or less competent.
2. Coaching: The leader provides direction but also offers support and explanation. This style is used when followers are beginning to develop skills but still need guidance.
3. Supporting: The leader focuses more on supporting and involving followers in decision-making processes. This is effective when followers have the necessary competence but may lack confidence or motivation.
4. Delegating: The leader delegates responsibility and decision-making to highly competent and confident followers. This style is used when followers are fully capable and ready to work independently.

Global businesses and entrepreneurship encounter complex and diverse challenges, including cultural differences, varying regulations across countries, and rapidly changing market dynamics (Matriano, 2022). In this context, situational leadership becomes crucial as it allows leaders to navigate these complexities by adjusting their leadership styles as needed.

One of the major challenges in global business is cultural diversity. Effective leaders must understand and appreciate cultural differences, adapting their leadership and communication styles to fit the local cultural context (Shazeb Ali, 2017). For instance, in some cultures, an authoritative leadership style might be more valued, while in others, a more collaborative and participative approach may be more effective.

Global markets are highly dynamic and fast-paced. Leaders must be able to identify market trends and respond swiftly. Situational leadership enables leaders to switch between different leadership styles according to situational needs (Pasaribu et al., 2022). When facing sudden market changes, leaders may need to transition from a supporting style to a directing style to provide clear guidance and ensure team focus.

Global businesses often operate under various regulations in different countries. Effective leaders must navigate this complexity by adjusting their approaches to risk management and legal compliance (Fokina et al., 2023). In certain situations, leaders may need to use a coaching style to help teams understand and comply with new regulations.

Effective communication is crucial in situational leadership. Without clear and timely communication, the adaptation of leadership styles may not succeed. Here are several effective communication strategies within the context of situational leadership:

1. Transparency and Clarity

Leaders are required to maintain a level of transparent and clear communication. It is crucial that followers fully understand the vision, goals, and direction expected by the leader. This openness reduces the likelihood of confusion among team members and ensures that everyone is aligned in their understanding of the ultimate goals.

2. Regular Feedback

Providing regular feedback is a critical strategy in situational leadership. Through feedback, followers gain deep insights into their strengths and areas needing improvement (Hardavella et al., 2017). Moreover, this process allows leaders to adapt their leadership styles appropriately based on the developments and demands emerging from their followers.

3. Active Listening

Active listening skills are a critical aspect of leadership dynamics, involving the ability to listen and fully understand the perspectives expressed by followers (Weger et al., 2014). In today's global business landscape, the importance of active listening becomes more prominent due to diverse cultural differences and complex perspectives. Leaders need to create an environment where followers feel that their opinions are valued and seriously considered.

4. Utilizing Communication Technology

In the continually evolving digital era, communication technology plays a central role in integrating teams spread across various geographical locations. The ability of leaders to optimize this technology is crucial in ensuring effective and timely communication among geographically dispersed team members. By leveraging modern communication tools such as online collaboration platforms and instant messaging applications, leaders can facilitate accurate information exchange and support quick decision-making (Anders, 2016).

In the ever-changing world of business, effective leaders must be prepared to confront and manage change adeptly. Here are several approaches to effectively navigate environmental changes:

1. Proactive and Anticipatory Approach

As a leader, the primary responsibility is to anticipate potential changes and prepare the organization to effectively face them. This strategy involves deep analysis of ongoing market trends, conducting comprehensive research on industry dynamics, and developing strategies that are not only adaptive but also flexible in response to rapid environmental changes.

2. Effective Change Management

Managing change is a challenge that requires strong leadership skills and deep, strategic communication abilities. A leader must have the skills to motivate and inspire their team to embrace change and collaborate effectively in achieving new goals. By applying situational leadership approaches, leaders can adjust their leadership styles to match the changing situation, thus encouraging the team to adapt and thrive amidst the changes (Mulyana et al., 2022).

3. Development and Training

In facing dynamic change challenges, it is crucial for leaders to recognize the value of continuous development and training. Team readiness to handle change can be enhanced through sustained investment in developing relevant skills and knowledge. Leaders need to prioritize ensuring that team members have the necessary capabilities to adapt to rapid and complex changes. By implementing structured training programs based on both individual and collective needs, organizations can strengthen the foundation of skills that support long-term success (Lizier & Reich, 2021).

Situational leadership in the context of global business entrepreneurship is a highly relevant and effective approach for navigating the dynamics and complexities of the modern business environment. By adjusting leadership styles according to situations and follower needs, leaders can achieve maximum effectiveness. Effective communication strategies play a crucial role in supporting situational leadership, ensuring that information is communicated clearly, feedback is provided regularly, and followers feel heard and valued. By proactively preparing and effectively managing change, leaders can help their organizations remain competitive and successful in navigating the changing global business environment.

CONCLUSION

In an era of globalization filled with challenges and opportunities, situational leadership emerges as a highly relevant and effective strategy for managing the complexities of the global business environment. This approach enables leaders to adapt their leadership style according to specific situations, thereby achieving maximum effectiveness in guiding their teams and organizations. Situational leadership, introduced by Hersey and Blanchard, emphasizes that there is no one-size-fits-all leadership style. Instead, leaders should be able to switch between various leadership styles such as directing, coaching, supporting, and delegating depending on the readiness and competence of their followers. Effective

communication strategies are key to supporting situational leadership. Transparency, regular feedback, active listening, and leveraging communication technology are essential elements in ensuring that the organization's vision and goals are communicated clearly and timely. Therefore, recommendations arising from this research include:

1. Leadership Skills Development: Leaders need to continually develop their situational leadership skills. This can be achieved through training and practical experiences that help them understand and apply different leadership styles according to the situations they face.
2. Strengthening Communication Skills: Investing in developing effective communication skills is crucial. This involves understanding cultural differences in communication contexts and utilizing technology to enhance connectivity among global teams.
3. Flexibility and Responsiveness to Change: Leaders must remain proactive in identifying and responding to changes in the global business environment. This requires the ability to manage change effectively and guide teams through transitions with appropriate support.
4. Recognition of Diversity: Understanding and appreciating cultural diversity and perspectives among team members is key to building an inclusive and productive work environment.

By adopting and implementing these principles of situational leadership, leaders can help their organizations remain competitive and successfully navigate the fast-paced and complex dynamics of the current global business environment.

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Table. Situational Leadership and Effective Communication Strategies in Global Entrepreneurship

No	Category	Key Findings
1	Concept of Situational Leadership	1. Telling: Clear instructions and close supervision for less experienced followers. 2. Selling: Providing direction and support for followers who are developing their abilities. 3. Participating: Support

		and participation of followers in decision-making. 4. Delegating: Full responsibility and decision-making to highly competent and confident followers.
2	Cultural Adaptation	Leaders must understand and adjust their leadership style to local cultural differences. Authoritative leadership may be more appreciated in some cultures, while a collaborative approach is more effective in others.
3	Flexibility in Market Dynamics	The ability of leaders to identify and quickly respond to market trends is crucial. Situational leadership allows leaders to switch between leadership styles as needed in a changing market environment.
4	Navigating Regulatory Differences	Leaders must navigate various regulations in different countries. The appropriate leadership style helps the team understand and comply with new regulations, for example, through coaching.
5	Effective Communication Strategies	1. Transparency and Clarity: Clear and transparent communication to reduce confusion. 2. Regular Feedback: Helping followers understand strengths and areas for improvement. 3. Active Listening: Important for understanding followers' perspectives. 4. Utilizing Communication Technology: Leveraging technology to effectively communicate with geographically dispersed teams.
6	Facing Environmental Changes	1. Proactive and Anticipative: Identifying potential changes and preparing the organization. 2. Managing Change Well: Motivating the team to embrace change and work together towards new goals. 3. Development and Training: Ensuring the team has the necessary skills to adapt to changes.