



Clustering Blood Types with Leadership Styles in Middle Management of Sharia Banking in The Riau Island

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ARTICLE INFO

Article history:

Received 1 September 2024

Received in revised form 10

October 2024

Accepted 12 December 2024

ABSTRACT

This research was conducted with the aim of understanding how leadership based on blood type operates in Sharia banking in the Riau Archipelago. The sample for this study consisted of 12 middle management leaders in Sharia banking in the Riau Archipelago, specifically in the cities of Tanjung Pinang and Batam. The Sharia banking in the Riau Island include BTN Syariah, Bank Riau Kepri Syariah in Batam, and Sharia Banking Indonesia in Tanjung Pinang. The results of the interviews and questionnaires showed that the majority of the samples had blood type O, with six people, while the leadership style at the middle management level was authority compliance management, which prioritizes results or product concentration over people/employees. This is because the leaders believe that when the results are good, the employees' welfare will automatically be good. The most suitable leadership style, after being analyzed based on blood type, is blood type A. Therefore, the research recommendation is that when there is a promotion from staff to middle management level, top management should consider blood type when appointing middle management positions.

Keyword:

Leadership Style, Middle Management, Blood Type, Islamic Bank, Riau Islands.

INTRODUCTION

The presence or establishment of Islamic banking should be based on objective conditions with the decision of the community or economic demands (Kamil et al., 2014; Mohd Nor, 2022). Then, in order for Islamic banks to survive and thrive, their institutional management must be credible and their business activities must be professional (Bello & Abubakar, 2014; Iqbal et al., 2024). The development of Islamic banks in Indonesia, of course, requires support from high-quality human

resource management (HRM) (Salsabil, 2017; Zulkifli et al., 2023). Because it is impossible for a sharia bank to achieve success without quality sharia-based resource management.

One equally complex problem faced by Islamic banks is: First, the issue of human resources. The quality of human resources in Islamic banking is inadequate. Only a few qualified human resources are willing to join Islamic Banking, most of whom come from Conventional Banking

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(Abusloun et al., 2020; Eliyana & Istyarini, 2017). It seems there is a "GAP Of Human Resources." In this case, the rapid growth of Islamic Banking in Indonesia is not matched by adequate human resources. Especially human resources who have a background in Islamic banking.

Second, the lack of Islamic banking academics, where much of the education is more oriented towards the introduction of conventional economics rather than Islamic economics, which in turn leads to neglect and insufficient attention to Islamic economics, particularly Islamic banking (Nienhaus, 2013; Saputra et al., 2024; Warsame, 2017).

The development of Islamic banking must also be supported by adequate human resources, both in terms of quality and quantity (El-Seoudi et al., 2012; Tarabsheh, 2014). However, the current reality shows that many human resources involved in Islamic institutions do not have academic and practical experience in Islamic Banking. This condition significantly affects the productivity and professionalism of Islamic banking itself.

In the Riau Islands, there are several Islamic banks, namely Bank Syariah Mandiri (BSM), Bank Tabungan Negara Syariah (BTN Syariah), Bank Rakyat Indonesia Syariah (BRI Syariah), and Bank Riau Kepri Syariah. Each of these banks has different middle management positions depending on the bank's needs and in accordance with the Standard Operating Procedures (SOP).

Bank Syariah Mandiri is the first Islamic bank to establish a presence in the city of Tanjung Pinang compared to other Islamic banks. The Tanjung Pinang branch of Bank Syariah Mandiri has 7 (seven) middle management positions, consisting of Area Manager, Branch Manager, Branch Operating Manager, Area Service Manager, Pawning Division Manager, Micro Business Manager, and Marketing Manager. None of them have education related to Islamic

banking; they all come from general education backgrounds, with some having transferred from conventional banks, specifically Bank Mandiri. Bank Tabungan Negara Syariah (BTN Syariah) is one of the Sharia Business Units of Bank Tabungan Negara, considered a new unit in the city of Tanjung Pinang. BTN Syariah has 4 (four) middle management positions, including Supporting Manager, Deputy Branch Manager Business, Sub Branch Head, and Head Officer. All middle management staff also do not have education in Islamic banking or Islamic economics; they all come from general education backgrounds.

Bank Republik Indonesia Syariah (BRI Syariah) has 5 (five) heads of middle management, including Financial Supporting Manager, Marketing Micro Manager, Financial Risk Manager, and Operation Manager. All heads of middle management also come from general education backgrounds and have never studied Islamic Banking and Islamic Economics. They only received education about Islamic Banking while working at BRI Syariah.

The background for why the research object is the Sharia Bank in the Riau Archipelago is because the Sharia Bank in the Riau Archipelago has achieved remarkable success according to Infobank, where they received an award for financial performance with assets reaching 2.5 trillion. Although their condition is limited by the scarcity of Sharia human resources, the majority of them do not come from formal education backgrounds in Sharia Banking or Sharia Economics. The Sharia Bank in the Riau Archipelago has managed to exist in the world of Sharia Banking, even though it has experienced a decline in the past four years.

In her book, Sanja Roesma, a Public Health Doctor, in her book "Leadership Based on Blood Type," is very interested in an observation by a writer named D'Adarmo, who also wrote a book titled

"Eat Right for Your Blood Type." The book discusses the relationship between Leadership and a person's Blood Type. The author explains the characteristics of world leaders through the genetic traits of Blood Type, such as habits, behaviors, and personal tendencies. Actually, proving the influence of leadership by blood type is very difficult to conduct through research, due to the numerous and extensive research variables that touch on many aspects such as Education, Leadership, Track Record, Blood Type, and other methods that can measure those conditions. Grid Management can serve as an indicator to appoint someone as a leader and as a recommendation for top management to elevate someone to a strategic position such as Middle Management in a Sharia Bank. Blood type supports decision-making because a person's blood type reflects their personality.

LITERATURE REVIEW

Leadership is an art played within a management organ and has an important role in leadership because a person experiences limitations in managing other people, which creates a stimulus to lead and be led (Daswati, 2012; Fraser, 2023; Lewis, 2013). Leadership represents certain characteristics of an individual's habits, the way they influence others, interact, and an organization (Kinsley, 2006; May, 2004; Saputra & Mulia, 2021).

From the various definitions of leadership above, it can be concluded that a person's leadership is the task of organizing and simultaneously motivating subordinates to achieve the goals set by the organization. Leadership is the art of a leader to influence the behavior of others; by influencing their subordinates, the organization can move together with each having their own responsibilities for their work

Managerial Grid Leadership Style

The Management Grid developed by Robert R. Blake and Jane S. Mouton states

that this approach involves managers in two aspects: production on one side and people on the other. The Managerial Grid emphasizes how managers think about production and their relationships, as well as how they consider production and work relationships with their personnel (Roy, 2019). According to Blake and Mouton, there are four leadership styles categorized as extreme styles, while the others are considered to be in between these extreme styles (Kurniawan, 2016).

1. In Grid 1.1, the manager only considers the efforts and work done by the people working with them. The manager puts very little effort into thinking about the people working with them and the performance results in terms of production that are standardly produced by an organization and the production that should be produced by their organization. The manager's position in this grid is merely as an intermediary for communication between superiors and subordinates within the organization.
2. In Grid 9.9, the manager is absolutely and highly responsible for considering the production process and the people involved in that process, The manager plans their program by considering the people who work with them within an organization. Such a manager is referred to as The Real Manager, capable of combining the production process with the individual needs of the employees.
3. In Grid 1.9, the manager has a great sense of responsibility to pay attention to the people working in an organization they lead, but the manager in this grid pays less attention to production targets. Such a manager is called The Country Club Management. The manager creates a comfortable, happy, relaxed, and friendly work atmosphere and environment within the organization.

4. In Grid 9.1, this type of manager is referred to as an autocratic manager or (autocratic task managers). This type of manager can only think about how to improve production through operational efficiency and such a manager type is less concerned with the people working under their leadership, focusing more on creating efficiency in work and having minimal responsibility towards the people working in the organization they lead.
5. In Grid 5.5, this type of manager has a good mindset in managing production and the people involved in that production. As a manager, they strive to nurture and manage the morale of those working with them and create an environment where these individuals perform well without setting high targets, but by creating a better work atmosphere.

Leadership Theories

The leadership style theories are as follows (De Hoogh et al., 2015; Reunanen & Eckhaus, 2020; Saputra et al., 2023):

1. Autocratic Theory:

This theory posits that a person's leadership style is influenced by certain instructions and tends to involve intervention or coercion. Here, the leader exerts pressure in closely supervising subordinates to ensure that work activities proceed according to the prevailing rule

2. Psychological Theory

This theory posits that a leader functions as a director and develops maximum motivation and stimulus for subordinates so that they can cooperate well in all company activities to achieve the overall company goals and the individual goals of the subordinates.

3. Sociological Theory

This theory posits that a leader's style is a way to interact with individuals within the company and is used as a technique to resolve problems or conflicts among members within the company.

4. Supportive Theory

This theory posits that subordinates in an organization must have high integrity and enthusiasm in carrying out their activities, and a leader must be able to create a conducive and pleasant atmosphere in the work environment that makes employees or subordinates work maximally.

5. Laissez Faire Theory

This theory posits that a leader is considered unable to manage subordinates and the company well, as the leader delegates every task to subordinates. In this theory, the leader is considered a symbol and possesses good technical skills. The leader in this theory is deemed to lack the art and authority to manage the company as a whole.

6. Situational Theory

This theory posits that leaders must possess a high degree of flexibility and be able to adapt to the demands of the situation and conditions occurring within the company and its surrounding environment.

7. Humanistic/Populist Theory

This theory regulates the freedom to meet one's own needs. It is an interaction between leaders and subordinates in the company. Leaders are expected to pay attention to the interests and desires of their subordinates.

Blood Type Theory

Being a leader is both hard and easy. Some people are indeed born with a high leadership spirit, making it easy for them to step forward and get others to listen to and follow them. However, for some people, they do need practice to develop the courage to lead. However, everyone has a different leadership style, and this is somewhat influenced by their blood type. Physiologically, according to K. Landstainer, human blood is divided into 4 groups, namely (Ilies et al., 2004; Johnson et al., 2004):

1. Blood Type A

The character of someone with blood type A is not accustomed to being spontaneous; all their activities must be meticulously planned in advance. This is the condition that makes them very detail-oriented when they become a leader. This leader will ensure that all team members work according to the established rules. The advantage of someone with blood type A is their caring and compassionate nature towards others

2. Blood Type B

The character of someone with blood type B is full of enthusiasm and energy to maintain good relationships with others. Someone with blood type B is very adaptable and full of confidence. A person with blood type B has a good personality, is enthusiastic, and optimistic.

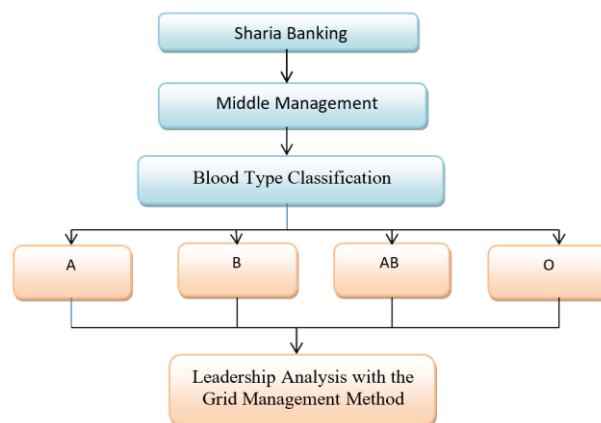
3. Blood Type AB

The characteristic of someone with blood type AB is that they enjoy analyzing everything in great detail. Leaders like this prefer to speak based on clear facts. When they become leaders, they do not like to convey something based on assumptions. The problem with this type of leader is that they tend to prefer being a one-man show and are inclined not to trust their subordinates or others' strengths. However, once someone earns their trust, this leader will help that person develop rapidly.

4. Blood Type O

The characteristics of someone with blood type O reflect a leader who can be very serious and very dominant in certain matters, but on the other hand, they can be a very pleasant coworker within the organization. Someone with blood type O can become dominant when they see conditions that are not as expected, but will change when they step back and relax when they feel everything is on track. This character likes to receive feedback even when they are in a leadership position.

Research Framework



RESEARCH METHODS

The data can assist the author in conducting this research. In this study, the author uses the type of data: Primary Data, which is data obtained from interviews and questionnaires with Middle Management at Islamic Banks in the Riau Islands.

Secondary Data, which is data and information that can be obtained and is available from Islamic Banks in the Riau Archipelago Province.

In this research, the author collected data using the Interview Method. The researcher conducted direct interviews with Managers positioned as Middle Management at the Sharia Banks in the Riau Island

The researcher collected the necessary data by presenting a list of questions to the research subjects, namely the Middle Management at the Sharia Banks in the Riau Island

The data collection method in this research uses interviews. First, the researcher will determine which Islamic banks will be studied, as the entire population of Islamic banks in the Riau Archipelago will be sampled. The researcher will then conduct interviews with middle management, where the researcher will ask middle management about their blood types and categorize them based on the Management Grid Method. After being input into the Management Grid table, it can be concluded what the leadership style is like in Islamic banks in the Riau Archipelago based on these blood types.

DISCUSSION

The tendency of leadership style from the analysis of the Black Mouton theory or the Managerial Grid from the results of analysis, interviews, and questionnaires shows that the tendency lies in the division of focus by leaders towards two goals: people (employees) and production, or even the results obtained tend to lean towards Concern for Production or results, rather than Concern for People among employees. It is depicted that Middle Management in Islamic Banking in the Riau Archipelago prioritizes production or results for success with the concept that if production is high, then people will be more prosperous.

This picture is reflected in the attitude of Middle Management, which is focused on efficiency and production as the main priorities, with results being the target or main objective of the standardized process through continuous reviews. Regarding interpersonal relationships, the emphasis is more on the concept of professionalism by separating work issues from personal issues. Therefore, it can be concluded that the focus of leadership orientation for Concert to People is at a low position, while Concert to Production is at the highest position.

From the analysis of the two dimensions of leadership regarding task performance and concern for people, the data can be divided into five Leadership Styles, including: Impoverished Management, Country Club Management, Middle of the Road, and Team Management. Analysis of Impoverished Management

Middle of the Road Management in the Sharia Bank in the Riau Islands does not play a role in this leadership style, because it contrasts with the reality of leadership that tends to monitor subordinates' activities periodically without distinguishing significant freedom.

Country Club Analysis

In leadership, there is a tendency for middle management to lead with care, creating a sense of security for subordinates by providing rewards and a comfortable environment without considering low productivity. This model of leadership is not applied by middle management in Islamic banks in the Riau Island

Analysis of Authority Compliance Management

In the application of this leadership style, based on the results of questionnaires and interviews, the tendency of Middle Management in Islamic Banks leans more towards Authority Compliance Management leadership, where it is depicted that this leadership prioritizes efficiency and productivity over employee needs. The concept is that if the company can achieve its targets or results, then employee welfare will surely improve. This also reflects an authoritarian element but with a clear regulatory basis, meaning authoritarian but in accordance with strict and clear rules, procedures, and policies. It seems that leadership in Islamic Banking tends to overlook employees, whereas in reality, the rules, procedures, and policies also indicate a high level of concern for subordinates, albeit constrained by strict and clear procedures and regulations that must be enforced.

Middle the Road Management

From the analysis results, we can also gather information that leaders in Sharia Banking in the Riau Archipelago also apply this leadership style, as it is evident that the manager strives to balance task-oriented interests and the interests of others. This indicates that the middle-of-the-road leadership in Sharia Banking becomes a mediocre leader with average performance, which is characterized by being somewhat indecisive and difficult to evaluate. Analysis of Team Management Leadership

From the results of the questionnaire analysis and interviews, the tendency of Middle Management leadership in Islamic Banking in the Riau Archipelago is very little towards Team Management Leaders. The role of motivator played by Middle Management aligns with this leadership model because it forms the optimization of the leader's role in paying attention to and participating in work. However, for Middle Management, this cannot be forced because Middle Management occupies a middle position as a mediator in Islamic Banking in the Riau Archipelago, making it difficult to balance task orientation and the needs of Top-Level Management.

Based on the analysis of the 5 leadership styles in Blake Mouton's Management Grid theory, it is concluded that the tendency of leadership in Sharia Banking management in the Riau Archipelago for the mid-position leans towards the following order:

1. Authority Compliance Management
2. Impoverished Management
3. Middle of the Road Management
4. Team Management, and
5. Country Club

Of the five rankings, the most prevalent is Authority Compliance Management, which is the most dominant. The management's focus on efficiency and productivity seems to place employee needs in a secondary position, with the concept of efficiency and high productivity impacting employee welfare through the fulfillment of needs and the emergence of an authoritarian image due to the influence of targets, clear regulations, and strict policies in the banking world.

Blood Type Analysis and Its Relationship with Leadership

Based on the leadership styles according to the Management Grid, the researcher connects it with the blood types of each Middle Management to determine which of the four blood types is most

dominant and tends to align with the leadership style suitable for middle management in Islamic Banking in the Riau Archipelago.

Therefore, through descriptive analysis, the blood types suitable for Middle Management in Islamic Banking in the Riau Archipelago are as follows:

1. A (negative)
2. B (negative)
3. O (negative)
4. AB (negative)

From the analysis above regarding blood types, when linked to leadership styles according to Blake and Mouton's Management Grid Theory, it is found that the performance of Islamic Banking is supported by a dominant leadership style of Authority Compliance Management, with a focus on Concern for Production prioritized over Concern for People, and the dominant blood type is A. (negative).

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Based on the interviews and analysis conducted, it can be concluded that the leadership style applied in Islamic Banking in the Riau Archipelago that can enhance performance and productivity is the Authority Compliance Leadership Style. The leadership style in Islamic Banking in the Riau Archipelago emphasizes Concert for Production compared to Concert to People. The leadership style in Islamic Banking in the Riau Archipelago appears to be authoritarian, but in reality, the tendency towards authoritarian leadership is influenced by targets, in accordance with the regulations set by the Financial

Services Authority (OJK) such as CAR, NPL, etc., which must be strictly adhered to, giving the impression of being forced.

The blood type analyzed in relation to leadership is the Plasma blood type without the negative factor. Therefore, it is concluded that Islamic Banking in the Riau Archipelago is managed by middle management with a tendency towards Blood Type A, especially for Islamic Banking that heavily manages credit.

CONCLUSION

Based on the above conclusion, it is recommended that Sharia Banking in the Riau Archipelago and Financial Institutions engaged in financial services and credit avoid the Country Club Leadership Style. It is advised for Sharia Banking in the Riau Archipelago to reduce the authoritarian impression to appear firm and to collaborate the Authority Compliance Leadership Style with the Team Management Leadership Style.

In forced circumstances or conditions that visibly show a decline in subordinates' motivation, middle management must be ready to shift to the Middle of the Road Management leadership style. It should be remembered that leadership style is something that is adapted according to needs and situations and is very flexible.

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