ABSTRACT

This study aims to explore and interpret multisource assessments of the leadership practices of a Branch Manager at BRI Branch Office X. The study employed a qualitative approach with a single-case study design. Data were collected through semi-structured, in-depth interviews with 12 partisipants comprising the Branch Manager, one supervisor, two peers, and eight subordinates. The data were analyzed using thematic analysis by comparing assessments across sources within three leadership directions: leading down, leading across, and leading up.

The findings reveal that assessments of the Branch Manager's leadership practices were relatively consistent, although the emphasis varied according to each partisipant's organizational position and interaction experience. In leading down, influence was primarily established through assertiveness, role modelling, clear direction, open communication, responsiveness, and support for subordinates. In leading across, influence was developed through trust, equality, informal communication, information sharing, and collaboration without relying on formal authority. Meanwhile, in leading up, influence was established through the quality of information, prompt responses to directives, the ability to translate regional policies into operational actions, and openness in communicating branch conditions.

The Branch Manager's self-reflection demonstrated an awareness of adaptive capabilities as well as a need for further development in emotional regulation, patience, and procedural consistency. This study concludes that the sources of influence and the focus of leadership assessments vary according to the direction of the working relationship and the organizational position of each assessor. Therefore, multisource assessment is essential for developing a more comprehensive understanding of leadership strengths and areas for improvement within the context of a bank branch office.

Keywords: multisource assessment, leadership practices, 360-degree leadership, branch manager, case study.

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