

ABSTRACT

The purpose of this research was to analyze the implementation of paternalistic leadership, case study in PT Jasa Raharja (Persero) Central Java branch and to analyze the strengths and weaknesses of the paternalistic leadership practice. The results of this study are expected to be the subject of study in human resource management studies, especially in leadership practice.

The participants of this research were 10 people, consisting of 1 (one) Branch Head, 2 (two) Heads of Departments, 2 (two) Heads of Subsection, 2 (two) Adjuncts of Archives and 3 (three) staff. The selection of participants must have criteria that has a minimum effective working period at least 3 years, has been working in this branch at least one year, has a permanent employee status, has a high communication intensity with leaders/subordinates, the leaders at least have two subordinates. This research method was qualitative method with case study research approach.

The result of this study showed that the cultural dimensions of Indonesia society as presented in Hofstede research and Globe project that has high collectivism was proven in this study. This is indicated by the style of paternalism, benevolent, and morale shown by the leaders of PT Jasa Raharja (Persero) Central Java branch. But in this case, the high power distance dimensions indicated in different way by the leaders. They do not show too much the authoritarian style on their leadership practice.

Keywords : *Paternalistic Leadership, Collectivism, Qualitative Research*