



Leadership models in a modern organizations

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ABSTRACT

This very simple study will discuss the concept of transformational leadership which is a leadership style that can turn the vision and mission into action, transforming individuals to want to change towards improving their quality. In its implementation, there are several factors that influence it, namely idealized influence, inspirational motivation, individual consideration, and intellectual stimulation. The purpose of writing to explain in a comprehensive manner about the concept of leadership, transformational leadership style, and characteristics of transformational leadership. Organizations or corporation need leaders to advance, develop and bring the institutions they lead to a better direction. Transformational leadership is one of the modern leadership styles that is able to change from vision and mission to action and is done by creating a clear vision, motivating staff to be creative, innovative, building a learning culture, and building effective communication. Constructive criticism and suggestions from readers are highly expected for the perfection of this study.

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INTRODUCTION

It has been almost a decade since the 2008 global financial crisis world economic and financial conditions have not yet fully moved on from normal condition. This is not only reflected in economic growth the world is still below its long-term five-year average lastly, but also the condition of the world financial market which is still overwhelmed by the very high uncertainty. Many people say that the world is currently it has changed rapidly and has entered a new environment with Volatility (volatility), Uncertainty (uncertainty), Complexity (complexity), and Ambiguity (confusion) that continues to increase; known as VUCA terminology.

Volatility means changes in speed, amount, amount of coverage that are not predictable and can also be interpreted as upheaval or change which is unpredictable. Changes in the social order or system suddenly or new discoveries that can affect life our social. If it is not anticipated and not ready for the changes whenever that could happen, then we would fall into the trap our own life. Therefore, information literacy is a way for us to be prepared anticipate the occurrence of these changes, so we can predict and planning ahead to prepare for the era VUCA.

Complexity means a complex situation or situation. In this VUCA era, many issues and incidents occurred. It doesn't just involve two parties which are in conflict with each other, but many parties with their diversity can get into the issue. Almost all phenomena that occur are mutually exclusive affect. Ambiguity finally kicks in where we run into trouble in understanding the issue because there are many factors that go into it one issue. Difficulties in understanding the problem and the process of mitigating the factors that cause the problem make a lot of information circulating, but not yet proven true. Therefore, criticizing information with can choosing accurate information can help us know the truth an issue. In this conditions need trasformational leader.

The conversation about educational leadership is an interesting and urgent discussion theme in the sustainability of an educational institution. Because leadership is one of the factors that play a very important role in determining the good and bad of the organization. It is evident from various researches that the most important organizational development is the character of the person who is the leader. According to Covey, 90 percent of leadership failures are character failures. Furthermore, organizational success is largely determined by the quality of leadership. Because with quality leadership an organization will be able to improve performance, knowledge and even competence, motivation, and in turn job satisfaction.

Actually, many things are related in order to support the success of an educational institution, one of which concerns the style displayed by the leader or the pattern of behavior he displays in leading. In general, there are two styles of leadership, namely task-oriented style and employee-oriented style. In further development along with social change, leadership styles have developed, namely. Transactional leadership style, transformational leadership style, and visionary leadership.

From these three leadership styles, the author wants to elaborate more comprehensively on the transformational leadership style that begins with the concept of leadership in general, transformational leadership style, and characteristics of transformational leadership. This paper will discuss the concept of transformational leadership in a comprehensive manner beginning with the concept of leadership, transformational leadership style, and transformational leadership criteria. This paper aims to explain how the concept of transformational leadership and what are the common threads that distinguish it from other leadership styles.

RESEARCH METHOD

This research uses the constructivism paradigm, in which the paradigm describes truth based on the phenomenon of social reality. According to (Batubara, 2017) human recognition of social reality is not centered on objects but on subjects. This means that knowledge is not only about the result of mere experience, but also the result of the construction of thought. The approach used by researchers is a qualitative method with a case study approach. Case studies according to Creswell (2012) in (Sugiyono, 2020) are a type of qualitative research in which researchers conduct in-depth exploration of programs, events, processes, activities with one or more people. Case studies are bound by time and activity so that researchers collect data in detail using various data collection procedures and in a continuous time.

RESULTS AND DISCUSSIONS

Leadership is generally understood as a close relationship between a person and a group of people because they have the same interests (Engkoswara and Aan Komariah, 2010: 177). Leadership is a very urgent aspect in determining the success of an organization, this is because leadership involves the behavior of a leader in order to influence his employees or employees, so that employees want to work together in order to realize organizational goals. Leadership in the Big Indonesian Dictionary concerns the leader or how someone leads (Anonymous, 2005: 874).

Leadership involves the existence of a person who is trusted to be a leader, who is considered to have better abilities and / or skills than the average of other employees. A person's leadership in an organization determines the success or failure of the organization he leads. There are more than 3000 writings and definitions of leadership that have been created by humans. Leadership (leading) can be said to be included in the management section, it is included in the process as well as the management function. Leadership can be defined as the process of influencing others to do something in a certain way in order to achieve organizational goals. GR Terry & LW. Rue understand leadership as the process of influencing others to do something in a certain situation in achieving organizational goals (GR. Terry and LW. Rue, 1993: 82).

In line with this understanding, Sergiovani said that leadership is a series of leadership processes in organizing and inspiring work groups (people), to achieve goals by applying which techniques are the most important. Achieve goals by applying management techniques. Leadership without management is nothing more than words (rhetoric), while management without leadership will not actively produce creativity and major changes in the organization (Sergiovani, 1987).

In line with the above opinion, Sondang P. Siagian in Abdul Azis Wahab said that leadership is the core of management as a driving force for the sources and tools in the organization. The success or failure of an organization to achieve its goals depends on the ways of leading practiced by the superiors (leaders) (Abdul Azis, 2008: 83).

Furthermore, Soepardi in Mulyasa defines leadership as the ability to move, influence, motivate, invite, direct, advise, guide, order, command, prohibit, and even punish (if necessary), and foster with the intention that humans as management media want to work in order to achieve administrative goals effectively and efficiently. This shows that leadership includes at least three interconnected things, namely the existence of leaders and their characteristics, the existence of followers, and the existence of group situations where leaders and followers interact.

Different things are stated by Sanusi in Husaini Usman that leadership is an integration of abilities, ideals, and national spirit in regulating, controlling, and managing family households and state organizations or households (Husaini Usman, 2008: 274). Sanusi also added that leadership in a substantive sense refers to a fact in which a person or system has the strength and courage to express mental, organizational, physical abilities, which are greater than the general average, which among others are supported by important elements as ways and means (E. Mulyasa, 202: 108).

The meaning of Ways and means is the ability to create, explain and offer ideas in themes that are interesting, creative, open to testing, superior in competition or bargaining with other parties; the ability to argue and maintain an ethical-rational stance so that other parties are motivated to negotiate and consider and finally accept the choices derived from the idea; the ability to influence others by using the most appropriate ways and means so that all parties cooperate and in an organizational unity obey their directions and coordination; the ability to control forms of cooperation that are increasingly stable and the process is increasingly productive, through the selection of monolithic personnel.

Sudarwan Danim (2009: 59) explains that transformational leadership comes from the word "to transform" which means to transform or change something into a different form. For example, transforming vision into reality, potential into actual, latent into manifest and so on. Thus, the principal can be categorized as applying this rule, if he is able to change the energy of human resources. Transformational Leadership according to Terry (Kartono 1998 : 38) is the activity of influencing people so that they like to strive to achieve group goals. According to Ordway Teod in his book "The Art Of Leadership" (Kartono 1998: 38) is the activity of influencing people to work together to achieve the goals they want. Young in Kartono (1998) defines that leadership is a form of domination based on personal abilities that can encourage or invite others to do something, based on acceptance or acceptance by the group and has special skills that are appropriate for special situations.

The essence of transformative leadership is to transform potential into real energy, transforming institutional potential into energy to improve the quality of learning processes and outcomes. So, principal leadership can be defined as a form (style) applied in influencing subordinates consisting of teachers, administrative staff, students, and parents of students. According to Bass (1998) in Swandari (2003) defines transformational leadership as a leader who has the power to influence subordinates in certain ways. With the application of transformational leadership, subordinates will feel trusted, valued, loyal and respectful to their leaders. According to O'Leary (2001) transformational leadership is a leadership style used by a manager when he wants a group to expand boundaries and have performance beyond the status quo or achieve an entirely new set of organizational goals. Transformational leadership in principle motivates subordinates to do better than what can be done, in other words, it can increase the trust or confidence of subordinates which will affect performance improvement.

The conception of transformational leadership was first proposed by James McGregor Burns. In relation to transformational leadership, Bernard Bass (Stone et al, 2004) said as follows: "Transformational leaders transform the personal values of followers to support the vision and goals of the organization by fostering an environment where relationships can be formed and by establishing a climate of trust in which visions can be shared". Furthermore, operationally Bernard Bass (Gill et al, 2010) defines transformational leadership as follows: "Leadership and performance beyond expectations". Meanwhile, Tracy and Hinkin (Gill et al, 2010) interpret transformational leadership as follows: "The process of influencing major changes in the attitudes and assumptions of the attitudes and assumptions of organization members and building commitment for the organization's mission or objectives".

Thus, the term transformational leadership is derived from the word to transform, which means to transform or change something into another different form. A transformational leader must be able to optimally transform organizational resources in order to achieve meaningful goals in accordance with predetermined targets. The resources are human resources, facilities, funds, and external factors of the organization.

Bernard M. Bass says there are four components in transformational leadership These components are: (1) Inspirational Motivation. Transformational leaders have a clear vision. They are able to articulate their vision to team members, (2) Intellectual stimulation. Transformational leaders not only challenge the status quo; they also encourage creativity among team members. Leaders encourage their team members to explore new ways of doing things and new opportunities to learn, (3) Individualized Consideration. Transformational leadership also involves, offering support and encouragement to each individual in the team. They also keep the lines of communication open so that team members feel free to share ideas and provide immediate recognition of the unique contributions of each team member.(4). Idealized Influence. Transformational leaders serve as role models for their followers. They not only lead but they also set a real example.

CONCLUSION

Organizations or corporation need leaders to advance, develop and bring the institutions they lead to a better direction. Transformational leadership is one of the modern leadership styles that is able to change from vision and mission to action and is done by creating a clear vision, motivating staff to be creative, innovative, building a learning culture, and building effective communication. Constructive criticism and suggestions from readers are highly expected for the perfection of this study.

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