

# THE EFFECTIVE AND CHARACTER OF EDUCATION LEADERSHIP

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## ABSTRACT

Leadership is a process of someone that has an effort in influencing any of peoples and directs their organization to achieve goals, so that the relationship between human beings within the organization is more cohesive and coherent. One of the problems that educational institutions face is the crisis of leadership. In educational environment, there is not uncommons for the authoritative parties to only provide opportunities for certain people or groups to fill the leadership position. In order for the development process of education human resources to run well, the effective and character of leadership are required. The Effective leadership is a leadership that respects to subordinate efforts, who treat them appropriate to their talents, abilities, and interests of each individual, which gives supports to develop and directing themselves toward the achievement of the educational institution goals. In addition, the character leadership has four main characteristics: honest, have future thought, inspiring, and capable. The combinations of four characters are formings credibility. A credible leader can be trusted. The essence of leadership is trust. The way to perform the effective and character leadership is to do a real example to subordinates, so that they are affected to do so.

**Keywords: Leadership, effective, character, credible**

## INTRODUCTION

Leadership plays an important role in organizations, including educational organizations. Success or failure of the organization can be determined by the existing resources within the organization, one of them is the leadership factor. The main role of leadership is to influence others to achieve goals (Fridayana Y, 2013). A person who has feels in responsibility for leading a group of people or organizations, will try to make his leadership effective. Similarly, every member of a group or organization of course want their leader can do the effective and character leadership.

Kartini Kartono (2004) mentions that leadership is the activity or art that influence others peoples that want to cooperate based on the person's ability to guide others in achieving the goals as group desired. According to Humphill (in Djoko Santoso, 2008), "*Leadership is the initiation of act which results in a consistent pattern of group interaction directed toward the solution of mutual problems*". Leadership is an initiative of action which the results of it is about the consistent pattern of group interaction and aims to solve interrelated problems".

The leadership problems still occur in Educational Institutions. One of the problems that educational institutions still face is the crisis of leadership. In educational environment, there is not uncommons for the authoritative parties to only provide opportunities for certain people or groups to fill the leadership position. The leadership criteria are not based on the ability to translate the vision of the institution, but rather prioritize the factors of heredity, kinship, and friendship. Whereas it takes a good ability of a leader to influence subordinates without having to force them. With the character of leadership, a leader can influence and direct subordinates to work voluntary without being forced.

If this is allowed perpetually, the education management still needs improvement. For example, the leadership that still emphasizes dynastic systems with close family or family backgrounds, unskilled personnel recruitment, poor student activity, non-comprehensive curriculum, non-transparent financial and limited facilities and infrastructure are the problem that should be

solved immediately. Based on the description above, the author tries to make study research about the effective and character leadership with the title of “The Effective and Character of Education Leadership”.

## **REVIEW OF RELATED LITERATURE**

### **The Effective and Character of Education Leadership**

Literally leadership means a character, the person leading capacity and ability. The meaning of leadership is very large and varied based on the scientists who explain it. According to Charteris-Black (2007), the definition of leadership is "leadership is process where by an individual influence a group of individuals to achieve a common goal". Leadership is the character and value that a leader possesses. Leadership theory has developed over the past decades and there has been a wide variety of references in various forms about the topic that produced from various studies. The function of leadership in an organization or group that very important, because the function of leadership make the organization can achieve goals through the right way. Understanding well about the concept of leadership is very helpful for individuals and organizations to work more effectively and efficiently in achieving goals and conditions that desired.

Effective leadership is the leadership that oriented in (1) leader behavioral, (2) followers, (3) and interrelationships, to achieve goals. There are two main variables of behavior that affect leadership effectiveness, namely; (1) behavior with task oriented, and (2) behavior with people oriented. The higher of the behavior that orientated on the task and on the people, it makes the leadership becomes more effective. Behavioral leadership is the way of leader interacting in doing work activities.

The attitude and the act of leadership will be seen from the way they are doing their job, there are: how to give orders, how to give tasks, how to communicate, how to make decisions, and so on. If the leader performs that activities in strict, hard, unilateral ways, prioritizes in task completion, strict direction and supervision, then the leadership tends to be called a task oriented of leadership. On the other hand, if the leader performs the activities in a gentle, smooth, sympathetic way, mutual interactions, performs soliciting, appreciates opinions, cares for feelings, and also build for harmonious relationships, so this leadership is called a people oriented of leadership.

An effective leader is someone who with his power that able to arouse his followers to achieve satisfactory performance. The leaders can use different forms of power or the different power to influence subordinate behavior in various situations. An effective leader will try to empower all employees in the organization or company so they are willing to work voluntary, participate in sense of belonging to the organization, and willing to carry out the activities towards the achievement of organizational goals (Siti Nurhayati, 2014). Meanwhile, according to Krause (2000), the effective leaders are people who unite everyone in the face of challenges, incorporating into tight units, developing strategies to overcome challenges, and successfully in implementing the strategy.

According to Davis (2003) the characteristics of effective leadership is a leadership that has 4 things as follows:

- a. *High intelligence*; a leader must have a higher level of intelligence than his subordinates.
- b. *Social maturity and breadth*; leaders usually have a feeling / soul that is mature enough and has considerable interest and attention to subordinates.
- c. *Inner motivation and achievement drives*; leaders always want to take care of everything that becomes their duty and responsibility.
- d. *Human relation attitudes*; leaders must be able to work effectively with others or with subordinates.

Through the inherent traits of the effective leadership that have mentioned above, it is expected that a conducive and professional working environment will be created; employees have high work motivation; productivity or better performance.

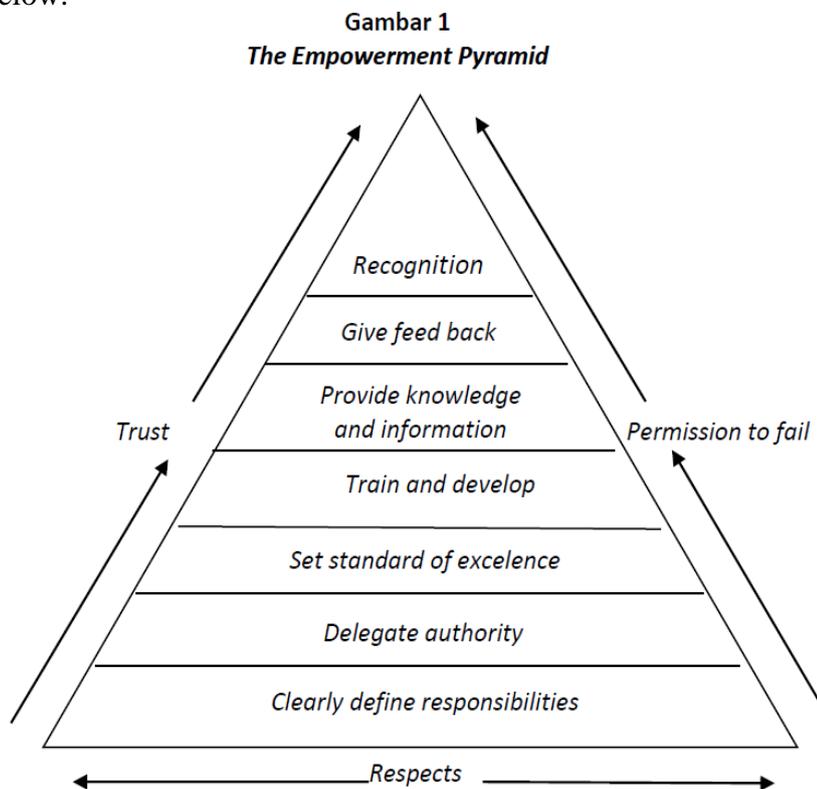
The main characters that associated with the effective leadership are:

1. Intelligence  
Intelligence is one of the characters of leaders which become a tendency that leaders are smarter than their followers.
2. Personality  
Personality is the totality of the attitudes and behaviors, there are various ways for person reacts and interacts with others that closely related to effective leadership.
3. Ability  
The ability of people has a positive relationship to oversee in the organizational hierarchy.

In an effort to empower employees, a leader is expected to apply the following 10 principles of empowerment:

1. Explain to members about their responsibilities
2. Give them a balance of authority with their responsibilities
3. Set the excellence standards
4. Standar Give them practice to reach the standard
5. Give them knowledge and information
6. Give them feedback on their performance
7. Appreciate their efforts
8. Save them
9. Give them apologize for their small failur
10. Make the limit/ keep them with the rules

The ten principles of empowerment can be described in the empowerment pyramid as presented in Figure 1 below.



Source: <http://www.humanresources.about.com>.

By applying these principles of empowerment, the employees are expected to be more motivated to work, have sense of belonging to the organization and ultimately they can work optimally in support of achieving the goals of the organization / company. On the other hand, by applying the principles of empowerment, the organizational leaders will be easy to carry out their duties and functions and also can performes the leadership effectively for the achievement of organizational goals, as well as in educational organizations.

What is the characteristic of an ideal leadership character? Leaders are people who can influence people around. The leaders are able to lead and organize a group to achieve a group goals. Being a leader is not as easy as we think, because they are not only organizes themself but also organizes all the individuals in a group.

Various researches were conducted to identify the consistent character of leadership. The Research that have been done in separated the character of leadership have many problems. Robbins (2003) mentions there are 20 different studies that identifying nearly 80 leadership characters. The most acceptable finding result is the research that aimed indentifying the characters only towards the characters that can be associated consistently with the leadership. There is a research that stated the ambition and energy, passion for leadership, honesty and integrity, self-confidence, intelligence and, work-related knowledge towards the job are become six characters that tend to distinguish leaders and non-leaders. Other researches suggested that the character of high self-monitoring (very flexible in adapting behavior to different situations), has a greater chance of emerging as a group leader than low self-monitoring

According to Larry C Spears (2010) there are 10 characters of leadership that need to be owned by a future leader, there are:

**1. *Listening***

One of the skills of a leader in general is his ability to communicate and make decisions. But for a servantleader should be improved with the ability of listening. A project manager must be able to listen actively from all project stakeholders, from project charter-listening to sponsoring desires, project requirement gathering-listening to users' wishes, on project management-listening to PMO explanations, and to all other project stakeholders.

**2. *Empathy***

Empathy means listening and caring for the complaints and problems faced by the project team. Able to understand the limitations faced by users, procurement teams and other project support teams and then looking for solutions together. With this empathy attitude skill expected to be full support from the project team and other teams involved in the project.

**3. *Healing***

Healing means being able to heal the inner, traumatic from previous project failures, or can re-energize, especially for oneself then for the project team and others. With this healing ability, a project leader can provide positive energy for his team to keep the spirit and focus in doing project work..

**4. *Awareness***

Caring attitude, attention to environmental conditions will strengthen the leadership of servantleadership model. With an understanding of awareness then will provide understanding related issues such as ethics issues, power and values adopted.

**5. *Persuasion***

The next character of servantleadership is persuasion. In every process of decision-making are more from the way of persuasion which rather than a power approaches or authority. With a persuasion approach it will provide a sense of comfort for the people involved in the project

**6. *Conceptualization***

A servantleader has a conceptual mindset in his role as a manager of leader. The approaches of dealing problems are done in the ways of out the daily operational habits. With a strong concept, a servantleader has a mission and a clear vision ahead. Therefore the way of they are thinking are integrated and overall

## **7. Foresight**

This character related to the previous character, which has a conceptual mindset. Therefore, then a servantleader can think ahead. These expertises usually they get form the experience. A servantleader is able to understand the previous events, the facts that occur today and the possibility of decision-making process that will be done in the future.

## **8. Stewardship**

Stewardship means manager steward. The notion of this character is a servantleader holds the mandate that are given with appropriate the role and responsibility. A project manager who is given the mandate by the project sponsor who pours into the projectcharter must be able to maintain and execute it. The most important mandate for a project manager is to execute and lead the project until it successfully implemented and the project can provide value to the company and all the stakeholders that involved.

## **9. Commitment to the Growth of People**

One of the characters a servantleader is a commitment to build and develop human resources. A good manager or project leader should be able to build his team and people into people who become more skilled in their respective fields and have additional skills and knowledge after completing the project.

## **10. Building community**

In addition to being able in build the people involved, a servantleader is also able to build communities around him. In performing the project, a project manager must be able to build the team and others that involved in the project into a synergistic community, working together to successfully implement the project. The members of communities built can be the user of team with a development team, or with a UserAcceptance Test team. It is hoped that there will be good cooperation so that every project can work and done as well as desired.

While for the character of education leadership, there are ten character of leadership that the future leader need to possess, there are:

### **1. Honest**

Perform the sincerity and integrity in all actions. In this case manipulative behavior will not create the trust.

### **2. Competent**

This is an action of the leaders based on intellect, moral attitude and principles. Or do not make decisions based on desires, feelings, or other emotional factors that are too subjective.

### **3. Have future thought**

Have the purpose and vision of the future. Effective leaders imagine (have an obsession and imagination) what they want and how to get it. They usually choose a priority based on their basic values. A vision must be owned by the totality of the organization.

### **4. Inspiring**

Be able in performing credibility and originality in everything that he did. Performing the exemplary and endurance of mental, physical, and spiritual stamina, which with the credibility of this leader will easily inspire others to reach the highest of new achievements, and will take risk of his reputation if necessarily.

### **5. Intelligent**

Loving to read, thirst to learn, and always looking for challenging tasks.

### **6. fairness**

Be able to show fair treatment for everyone. Have to realize that prejudice is the justisce enemies. Be empathetic and sensitive to the feelings, values, interests, and welfare of others.

### **7. Insightful**

Loving the diversity, and then being rich of perspective and having the future thought.

### **8. Brave**

Have the perseverance to achieve the goal, despite of facing the risks or hard obstacles. Always show calm and confidence even under the stressful conditions.

## 9. Straightforward

Have a good judgment on various issues, and also use them to make the best decisions at the right time; and

## 10. Imaginative

Be able to make changes at the right time, using the right thoughts, plans, and methods as well. Then also be able to show the creativity by creating new goals better, and able to discovering innovative ideas and new solutions or resolutions to solve problems at once.

## CONCLUSION

A true leader is a leader who can organize his own thoughts and feeling, with the arrangement of this thoughts and feeling they will be gained the serenity that help them in success of leading. It can be understood that the character of leadership begins with calm and peace, this is what makes wisdom obtained, and then the authority and firmness will be as the character of the leadership. In order for an effective leadership system, the leader of the organization, in this case the educational leadership should be able to apply leadership models that can motivate subordinates, provide support, be able to influence them to perform better, identify the strength of the organization to be developed as a form of excellence, and able to empower subordinates with implementing the principles of empowerment.

Meanwhile, how to do the effective and character of leadership is to do a real example to subordinates so they are affected to do so. The root of leadership is trust. So how to do the character leadership is to do a real exemplary to subordinates so that they want to follow the leader. After subordinates follow the characters exemplified by the leader, then the character leadership is become one of the character education for subordinates.

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