Leadership Theory in Organizations

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Abstract: This article provides some important explanations for the various definitions and theories of leadership. This research uses the library method. In this way, the authors collect data and documentation from different sources related to the topics discussed in this article. The purpose of this article is to systematically and realistically explain the facts, characteristics, and relationships between the phenomena studied. This study uses a content analysis research approach, also known as meta-analysis, specifically an analytical method that combines several types of previous research. Leadership is the process of influencing others inside and outside the organization to achieve what is desired in certain situations or conditions. It usually includes several authorities such as threats, rewards, rewards, authority, and deterrence. From a theoretical point of view, you can find different types of leadership theories: leadership traits, behaviors, and situations. Leadership Theory seeks to identify the unique physical, mental, and personal characteristics associated with successful leadership. It is based on research that combines different characteristics with certain criteria for success. Leadership theory seeks to identify the unique physical, mental, and personal characteristics associated with successful leadership.

Keywords: Analytical leadership style; Effectiveness; Organization.

Introduction

Leadership is considered very important for two reasons. One is the fact that the performance of a unit, agency or organization is often influenced by changes in leadership. Second, research results show that one of the internal factors that influences organizational success is leadership, including the leadership process at all levels of the organization, as well as the relevant skills and behavior of leaders (Mulyasa, 2022) Facts and/or ideas and conclusions cannot be denied. As everyone involved understands, even for technical matters such as changing the layout of the office, changing chairs, changing the color of the walls, the term sounds like "change of direction, change of direction". So leadership is a complex phenomenon, and is always interesting to study.

This article contains various leadership theories that aim for leaders both in the world of education and other organizations to use this article as a guideline in leading their organizations. The theory in this article is a combination of several expert opinions that are presented in one discussion.

In other literature, leadership can be studied from three aspects: the characteristic approach; the style or behavior approach, or the leadership approach style; approaching contingency in further developments, the focus of research is how to become an effective leader, including increasing awareness of God's ability to become a professional and ethical leader.

The definition of leadership also differs when people try to define the concept of leadership. Broadly defined, leadership involves the process of influencing the setting of organizational goals, encouraging follower behavior to achieve those goals, and influencing teams and cultures. It also influences explaining events to followers, organizing activities to achieve those goals, maintaining cooperative relationships and teamwork, and gaining support and cooperation from people inside or outside the organization.

The concept of leadership is the basis for analyzing processes and dynamics in an organization. Therefore, there are actually many studies and discussions that discuss the confusing definition of leadership. The other definitions of leadership can be divided into three main groups: "as an attribute or completeness of a position, as a characteristic of a person, and as a category of behavior".

The idea of the attribute of a position or leadership as a whole was put forward (Rivaldo & Ratnasari, 2020). Leadership is a special type of power relationship that is defined by the assumptions of group members. as noted by Kunandar (2007), leaders are agents of change and those who act to influence others more than others influence themselves.

In relation to these three interpretations, Mulyasa (2022) states that leadership consists of different group members who can be clearly distinguished from other members in terms of behavior, nature, individuals, thoughts, or group structure. I claim Because the definition of leadership includes characteristics, behaviors, and individual positions in a group, this understanding seems to unite the three categories of thought as a whole. A group of activities to achieve a goal.

Method

This study uses a qualitative literature study method, which involves content analysis and synthesis of various leadership theories from available literature. Literature study is a research method conducted by collecting, analyzing, and synthesizing information from various relevant written sources to answer research questions. This approach is often used to study a particular topic based on existing knowledge, without collecting field data.

Data Sources Scientific journals (peer-reviewed), reference books on leadership theory, organizational research reports. Selecting relevant main theories and concepts from the literature. Focus on leadership theories such as Great Man Theory, Trait Theory, Behavioral Theory, Contingency Theory, Transformational Leadership, and Servant Leadership.

Data presentation is done by arranging data in the form of themes or categories based on the focus of the research. Identifying patterns, relationships, and gaps in the available literature.

Result and Discussion

Trait Approach

A theory that attempts to identify different characteristics (physical, mental, personality) that are associated with successful leadership. It relies on research that links various properties to specific success criteria.

The trait approach attempts to understand leadership based on the belief that good leaders have an "innate nature" from birth with physical and personality traits. Sutrisno (2013) states: Physical and personality traits of leaders are: age, physical appearance, fluency, intuition, drive, dominance, confidence, extroversion, desire to succeed, effective leadership. and many more. (Kartono 2014) Successful leaders, boundless energy, sharp intuition, broad ideas, extraordinary abilities such as undeniable influence/persuasion.

On the other hand, from the explanation Ambarwati (2015); Armelia & Afriansyah (2019), the characteristics that can form effective leadership can be summarized as follows: Traits and Skills of Effective Leadership: Personality (Level of enthusiasm (energy), Self-confidence, Stress resistance, Emotional maturity, Integrity, Extroversion; Motivation (Socialized power orientation, Strong need for achievement, Less need for affiliation, Self-pride? (self-efficacy); Skills, (Interpersonal relationships, Cognitive, Technical, Conceptual).

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The leadership qualities identified above are considered to emphasize "masculine" personality and have been criticized for containing gender bias. In addition, hundreds of research efforts have failed to find assets that can guarantee successful leadership (Wahyudi, 2009; Yudiaatmaja, 2013). In this case, the teachings of "Sastra Theta" and "Astabrata" (8 virtues) explained by R. Ng are very important (Gusmar, 2015). Sastra Sessa is a lecture given by Rahden Rama to his younger brother Prabhu Dasarata about the steps towards governance. The teachings of Astabratha include advice given to Gunawan Wibisana at the time of the king's coronation, where Raden Rama led Alenka on behalf of his brother (Rahwana).

This theory emphasizes the personal qualities of the leader. Underlying this theory is the assumption that some people are born leaders and have certain characteristics that others do not (boundless energy, deep intuition, extraordinary clarity of thumb, persuasiveness, etc.). This leadership theory holds that the success of managers is due to their extraordinary abilities as leaders.

In a review of 33 studies, Ralph Stogdir found that leaders are highly intelligent with their followers. This is one of the important findings. Large differences in intelligence between leaders and followers can be

confusing. For example, a leader with a fairly high IQ trying to influence a group whose members have average IQs may not understand why the members do not understand the problem. Personality. Some findings suggest that personality traits such as attentiveness, credibility, personal integrity, and self-confidence are related to effective leadership. Physical Characteristics. Studies of the relationship between effective leadership and physical characteristics such as age, height, weight, and appearance have produced mixed results. Being taller and heavier than the group average certainly does not help you become a team leader.

The Style Approach

Leadership style theory aims to determine whether a leader's behavior or behavior influences or influences his followers in achieving his goals. These behaviors and behaviors can be understood as two fundamentally different but related. That is (1) Focus on completing tasks or work/production. (2) Focus on training staff to carry out these tasks/work (people/tasks). employee-centered). Lewin, Lippitt and White (Hafulyon, 2018), studied the level of tight control in the 1930s, using the terms autocratic, democratic and liberal leadership styles. (1) Autocratic leadership and advanced management without freedom and member participation in decision making. Leaders are authoritarian, they prefer to delegate authority and dislike member participation. (2) While this involves democratic leadership and a loose level of control, leaders are very active in stimulating group discussions and group decision making, where policies or decisions are communicated together. Show leadership or members of the Joint Performance Initiative. (3) Laziss-fire leadership, Leave it to the leadership and let members decide for themselves. The success of the organization is individual or individual, because the leader is mostly passive and has no control/supervision.

Gusmar (2015) also developed the path-goal theory, which requires leaders to increase the number and variety of employee incentives. Then we will explain the instructions and procedures on how to win the prize. We know that leadership is focused on guiding, supporting, involving, and succeeding in leadership behavior that motivates and explains to employees.

Directive leadership, namely leaders who provide detailed and clear guidance on goals, objectives, and how to achieve them. There is no room for discussion or employee participation. Supportive Leadership: Nominate leaders to be "friends" of your subordinates and provide material, financial, or emotional support. We care about the welfare of our employees. In participative leadership, however, decision-making and / or action to ask for and use employee input or suggestions, but decisions and authority remain

directed by leadership. Achievement-oriented leadership, Success-driven leadership represents a leader who believes that he can claim extraordinary performance, set ambitious goals, and improvise to achieve high performance standards for employees.

Theories in this category were developed by Usman (2012) the network of worker leadership and interest in production is measured on a scale of min = 0 and max = 9. So, a scale of 9.9, known as the management team, is considered the best leadership style. Sutrisno (2013) developed a measure of leadership behavior that is grouped into four styles: exploitative power, graceful authority, guidance, and participative power. There are also more theories developed based on the orientation of leader behavior that looks at the performance of activities/production/results and employees who are the perpetrators of activities.

The Contingency Approach

Since there is no panacea (magic medicine) for all diseases; Likewise, there is no single leadership style that works in all situations. The optimal leadership style is highly dependent on (1) the personality, abilities, and skills of the leader, (2) the behavior of followers, and (3) environmental conditions. The situation is high (Khairizah et al., 2015), as stated Sono (2020), "The essence of context-aware nesting situations in any context includes how leaders and followers combine to refine the leader's behavioral strategy." Therefore, an effective or optimal Leadership Style is the result of implementing a strategy that influences employees by considering the characteristics of the employees who lead (followers) and the context of the situation.

Developed by A Fallback Model of Leadership Effectiveness, Fiedler assumes that team performance depends on the interaction between leadership style and the supporting situation. Leadership is considered a relationship based on power and influence.

Nurmasyitah et al. (2015) developed a leadership theory that was initially called the "leadership life cycle theory" and later called the "situational leadership theory". The argument underlying this theory is that effective leadership requires the right mix of task-oriented and relationship-oriented behaviors, taking into account the maturity of the subordinates. Based on this combination, you can apply various leadership styles of communicating, selling, engaging, and delegating as shown.

Telling style, Storytelling is used in situations where work is highly oriented and relationship orientation is weak. Employees are immature, so leaders need to provide direction and direction to do. Various tasks. Selling style, this style applies to jobs with high orientation and high relationships, employees who are quite mature. In this situation, the leader provides

direction in a balanced way by providing support, asking for feedback, and expressing appreciation. Participating style, In participation, work tendencies are low, interpersonal tendencies are strong, and employee maturity is high. Therefore, leadership is more cooperative and emotionally close, prioritizing advice, guidance, and support. Little or no mission leadership. Delegating Style, Tendency of fiduciary style and relationship-oriented work, suitable for weak situations, very mature staff Relationship behavior Leadership style High relationship and weak task (M3) G3 Weak relationship and weak task High task and weak relationship Mission and relationship High (M2) G2G1 (M1) G (M) High Relationship and Low Task Behavior "Delegating" "Participating" "Selling" "Notice". In this situation, the leader gives full responsibility to employees to complete the task. leaders do not give instructions, they only report and support. Other experts who developed contingent leadership theory include (Sahadi et al., 2020; Sutrisno, 2013). The measures leadership style based on the leader's response to the employee's personality. This is called the Least Preferred Collaborator Scale (LPC) measure. LPC has the ability to control the situation and is used to determine a leader's belief that what is expected actually happens. Situational management is determined by three factors: (1) the relationship between the leader and his subordinates, (2) the structure of the job, and (3) the position of power. Therefore, an effective leadership style depends on the level of control over the situation. The model describes the appropriate leadership approach to decision making in various situations, providing group, consultative, and automotive leadership. Task-oriented style, which emphasizes tasks or authoritative. Relationship-oriented style, which emphasizes human relations. While the condition of the situation consists of three main factors, namely: Leader-member relations, namely the degree of good/bad relationship between the leader and subordinates. Task structure, namely the degree of high/low structuring, standardization and detail of job tasks. Position power, namely the degree of strong/weak authority and influence of the leader over power variables, such as giving rewards and imposing sanctions.

Further developments introduced the theory of transactional leadership and transformational leadership. Melia & Sari (2019) said this "transactional leadership is characterized by the design of task goals, the provision of resources to achieve those goals, and rewards for performance"

In this case, Raharjo & Nafisah (2006) added that leaders constantly check their concepts and needs to see what their subordinates need to do.

Hersey Blanchard's Situational Leadership Theory

The a leadership model that is highly supported by business development professionals. This model is called situational leadership theory.

Dedication to leadership shows that a leader understands their behavior, the characteristics of their followers, and the situation before adopting a particular leadership style. This attachment requires leaders to have the skills to diagnose the behavior of others. Some Situational leadership models.

Situational leadership theory focuses on followers and their maturity. Leaders must accurately or intuitively assess the maturity of their followers and use a leadership style that is appropriate to their level. Motivation is defined as the ability and motivation of people (followers) to take responsibility for directing their actions.

Recent Approaches to Leadership

To conclude our review of leadership theories, we introduce three recent approaches to the issue: attribution theories of leadership, charismatic leadership, and transactional and transformational leadership.

Attribution Theory of Leadership

Proposes that leadership is simply an attribution that people make about other individuals.

Charismatic Leadership Theory

Charismatic leadership theory is an extension of attribution theory. This theory argues that followers demonstrate heroic or abnormal leadership when they observe certain behaviors. The main goal of charismatic leadership research is to identify behaviors that distinguish charismatic from atypical leaders. Transformational Leadership a) Transactional leaders are leaders who guide and motivate followers toward established goals by clarifying roles and mission needs, b) Transformational leaders, leaders who provide individual intellectual reflection and inspiration, charismatic clans.

Conclusions

Leadership is the process of influencing others inside and outside an organization to achieve desired goals in a given situation or circumstance. The influence process often involves a variety of forces, including threats, rewards, power, and incentives. The development of leadership theories has evolved over time, depending on the curiosity of scientists and researchers. Initially, leadership was viewed from a clear perspective of innate traits, character, or talents. Dissatisfaction with the consequences of attachment to

these traits led to an attachment to leadership behaviors. Researchers used different approaches because both approaches were less than satisfactory. In other words, a person's success depends on circumstances. Recent developments have also approached the ethos of the leader. Trait Leadership Theory, which attempts to identify physical, mental, and personal characteristics associated with success, is based on research linking various traits to specific success criteria. Behavioral Leadership Theory explores the idea that how you act determines your leadership effectiveness. When they try to understand these characteristics, they see their impact on follower success and satisfaction. several studies have been conducted, including studies at the University of Michigan and Ohio State University. Capability theory or situational leadership is an approach to leadership that asserts that a leader understands their behavior, the characteristics of their followers, and the situation before adopting a particular leadership style. The models developed are Fiedler's Emergency Leadership, Vroom and Yeton's Leadership Engagement Model, Overcoming Goal Model, Hercy Blanchard's Situational Leadership Theory, and Vertical Combination of the Dimensional Relational Approach.

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