

THE ROLE OF LEADERSHIP IN THE ORGANIZATION**Zaqueu Antonio Freitas ***

Universidade Nacional Timor Lorosa'e

* Zaqueu Antonio Freitas

✉zafdazapaster@gmail.com

Abstract: The importance of the role of a leadership for an organization is a determining factor in the success of the organization, whether small, medium or high organizations. The existence of a leader in an organization has an important role in leading, directing and influencing his subordinates. Thus, a leader is needed to manage and regulate the organization to achieve its goals. This study aims to examine the importance of the role of leadership in organizations with a literature approach. This type of research is research with a literature study approach which is carried out by finding theoretical references that are in accordance with the cases obtained. The leader is someone who has positive motivation and is full of confidence by having a vision, mission and high ethical values, responsibility and has the ability to convey ideas and are able to encourage and negotiate well with others.

Leadership will be a determining factor for success in an organization. This is because leadership is the central point so that it can determine significant changes in the organization, leadership is like having a personality that has an impact and leadership is the art of creating conformity and stability in an organization in order to achieve predetermined goals.

Keywords: Organizational, Leadership, Goals

INTRODUCTION

In an organization that is often expected to be success, the success or failure of an organization is determined by the existing resources within the organization. However, a very important factor is the leadership factor. The main role of leadership is influencing others to achieve the goals that have been set (Soliha & Hersugonda, 2008) ¹.

Leadership is not about hierarchy or designation or status but rather it has influence and power to change. Leadership is not about bragging rights or fighting or even accumulating wealth; but rather to connect and engage a number of people at appropriate levels. Leaders can no longer view strategy and execution as important when they are only able to rely on abstract concepts. However, a leader is expected to be able to realize that these two elements in the end only talk about people (Carly Fiorina) ². Based on the context of the statement, the existence of a leader is very much needed in order to determine and decide on the nature of the goals to be achieved. Leadership

positions are defined in the work setting to assist the subunit organization to achieve its purpose of being within the larger system.

The goals of an organization will be operationalized as a direction for collective activity. The leadership process is directed at defining, establishing, identifying, or translating direction for their followers and facilitating or enabling the organizational processes that should result in the achievement of goals. The goals and direction of the organization become clear in many ways, including through the mission, vision, strategy, goals, plans, and tasks. (Zaccaro, 2001:453) ³ Defines the meaning of leadership (leadership) as a skill in influencing individuals or groups of people to obtain a vision or goal. As in formal organizations, this impact can be formal in nature given by the leader who holds a position in the organization so that it must be obeyed and implemented by his subordinates. A leader in terms of how the leader can influence others with his charisma and can also control all situations and conditions they are facing in their environment. A leader must also have emotional stability in leading the members under him and being fair to his members. Leadership can't be broken and not dependent on ambition. A leader is always self-motivated not to achieve certain ambitions, motivated to prioritize personal excellence. Without exception, humans respond to and follow the individual who is himself. Leaders exercise their power of influencing people. The power is exercised at an early stage by motivating followers to complete work and at a later stage by rewarding or punishing those who do or do not perform to the expected level. Leadership is an ongoing process, with the achievement of one goal being the beginning of a new one. A leader in an organization or group has the task of drawing on their power and influence from sources outside the group, and in most cases, has been given some power to carry out the task, and given rewards and punishments based on performance. Rewards can include compliments, tangible benefits. On the other hand, leaders who do not have the authority to give rewards can try to make it happen by giving praise and praise and making promises they cannot do

In carrying out his function and role as a leader, a leader usually applies a style or approach in running the organization he leads. A leader can apply any approach or style that characterizes the leader. An effective leader influences followers in order to achieve desired goals. The type of leadership that has differences can affect the effectiveness or performance of the organization (Nanjun deswaraswamy, 2014: 345) ⁴.

LITERATURE REVIEW

The concept of leadership is so broad from the definition to other things that are closely related to leadership. According to Kreitner & Kinicki (2005: 372) states that leadership (leadership) is defined as "a process of social influence in which the leader's role is to seek the voluntary participation of his subordinates in a target to achieve organizational goals". While the meaning of leadership based on A Robert Baron (2003:471), is " *Leadership is the process whereby one individual influence or her group members toward the attainment of defined group or organizational*

goals. Leadership is a process by which individuals influence other group members about the achievement of goals that have been decided by the group or organization. Another definition according to Mc Shane (2005:436) that 'leadership is the ability to impact, encourage and enable others to contribute to the effectiveness and success of the organizations of which they are members.

Genetic Theory.

The theory is that leaders are born with talent and cannot be made. Leaders are destined to be leaders. This theory follows a deterministic perspective, namely that a predetermined perspective already exists.

Social Theory. This theory explains that leaders are not born but potential leaders can be prepared, educated, and made to become a great leader in the future. Everyone will be able to become a leader with an educational process and motivation from various parties.

Ecological Theory.

This theory describes a person can get success as a leader if he has the talent to be a leader.

Furthermore, this talent will be developed with motivation and experience that can make a leader's personality.

The Great Person Theory. The Great Person Theory based on A. Robert Baron (2003:473) is "*The View that leaders possess special traits that set them apart from other and that these traits are responsible for their assuming positions of power and authority*". From the above definition, the theory of great people is a perspective where leaders have different special characteristics from the others.

RESEARCH METHODS

This research is classified as a literature study by finding theoretical references that are in accordance with the phenomena found. Reference theory obtained through research through literature study that is used as the basis and main tool for research practice in the field. Literature study is a method used in collecting data or sources related to the theme in research. Literature studies can be obtained from various sources, journals, documentation books, internet and libraries.

DISCUSSION

In the concept of leadership, the following describes several approaches, namely:

- a. **Traits Approach.** People who lead and who are not leaders can be assessed through the identification of leadership traits. This psychological approach is based on the general recognition that individual attitudes are based on personality structures. This approach illustrates that there are characteristics of leaders, namely: having physical strength and friendliness. Leaders have a high level of intelligence. There are personality traits that can be seen to have a positive relationship with the attitude of the leader and have a high relationship, namely: popularity, authenticity, adaptability, ambition, perseverance, social status, economic

status, able to communicate. Although according to experts, the leader's requirements have not been fully decided, but there are a number of personality traits that must be possessed by leaders; (Andy Undap, 1989:29) including: (1) broad general education, has the ability to develop leadership skills; (2) Mental maturity, maturity that can be seen in emotional stability, not easily offended and quick to anger; (3) Curiosity, creative and innovative thinking; (4) Analytical ability, able to analyze the symptoms of existing information; (5) Integrative, unified personality and not swayed by any party; (6) Communication skills, able to communicate with other parties; (7) Rational and objective, sound thinking; no favoritism & unemotional; (8) Simplicity, showing simplicity and working efficiently; (9) The nature of courage, having courage in making fair decisions.

- b. Behavioral Approach (Behavioral Approach). This approach can be reviewed on the model of leader behavior that influences employees. This leader's behavior can be task-centered or relationship-oriented. Rensis Likert, developed a theory of leadership on two dimensions including task orientation and subordinate orientation, which is described into four levels of leadership effectiveness patterns. According to this theory, leadership includes four systems, namely: (1) Exploitative authoritative, there is no trust in subordinates and always uses threats to employees; (2) Benevolent authoritative, there is communication but only a little; (3) Consultative, the decision-making process for important matters remains in the hands of the leader but trust is the basis of communication; (4) Participative, is an ideal system and there is full trust from direct superiors. Communication is very open, relations between employees are smooth, and the condition of the company always looks healthy and fresh.

- c. Charismatic Approach (**Charismatic Approach**).

This charismatic leadership has been running since ancient Greece. Charismatic leadership analysis.

Then Robert House in Fred Luthan (1998: 283) states the characteristics of charismatic leadership are: (1) Having self-confidence and trust in followers; (2) High expectations for followers; (3) Have an ideological vision;

- (4) Subordinates have the same vision and mission with the leader; (5) Subordinates have extreme loyalty and trust in the leader; (6) Subordinates compete to follow the value system and leader behavior; (7) Associated with the leader is self-esteem; (8) Charismatic leaders have great debating and persuasive abilities, attitudes, and behaviors that can have an impact on their followers.

- d. Transformational approach (**Transformational Approach**).

Characteristics of charismatic leaders can make a shift from traditional organizations to modern organizations. This transformation process then becomes the basis for transformational theory. In this form of transformational leadership, the leader shifts the value system, beliefs and needs of his followers. According to research by Bernard M. Bass quoted by Fred Luthan (1998:285). *Transactional leadership is a prescription for mediocrity and that*

transformational leadership leads to superior. Performance on organization facing demand for renewal and change.

Transactional Leadership is leadership that overrides the bad towards excellent organizational performance, through renewal and improvement. This transformation process can be carried out through recruitment, selection, promotion, training and development processes, health insurance and organizational performance effectiveness. Based on Bass's research, effective transformational leaders have the following characteristics: (1) Leaders identify themselves as agents of change; (2) Leaders are people who can give encouragement; (3) Leaders are people who believe in others; (4) The leader is the driver of the value system; (5) Leaders are lifelong learners; (6) Have the ability to adapt to complexity, ambiguity and uncertainty, and (7) Have a vision.

Types of Leadership The type of leadership according to Kartono (2011: 69) includes:

- a. Charismatic type, this leader is a force of energy, an extraordinary attraction that his subordinates will obey. Has supernatural powers, super and brave.
- b. Paternalistic and Materialistic types, protect followers as a loving father. Give employees to take the initiative in decision making.
- c. Militaristic type, being in command by using an authoritarian command system from superiors to subordinates. Desire that his subordinates always obey the formalities.
- d. The autocratic type is based on absolute power and coercion. Every order is determined without consultation, power is absolutely absolute.
- e. Laissez Faire type, allows followers to act on their own with full responsibility. The position of leader is obtained in a bad way, such as a nepotism system.

Populistic type, can act and be a leader of the people. He is based on the values of traditional society.

- g. Administrative type, a leader who can carry out administrative tasks effectively. Through this type is expected to emerge a technical development, modern management, and social development.
- h. Democratic type, this leader is always people-centered and provides guidance to his followers. The power of the organization lies in the active role of each of its subordinates.

The role of leadership is closely related to change. Leaders determine change goals through developing a vision for the future; then they bring people together by communicating that vision and inspiring them to overcome obstacles. Leadership is a determining factor for organizational success, even Greenberg and Baron (2003: 472) consider leadership is the main raw material for company effectiveness. This view does not only apply to business organizations; leadership also plays a central role in politics, sports, the arts and many other human activities.

In general, leadership is seen as an ongoing activity, aimed at influencing the behavior of others and ultimately aimed at efforts to achieve organizational goals. In addition, the emphasis on participation from influence implies that leadership can be viewed as a two-way street. While real

leaders do influence their followers in various ways, leaders are also influenced by their subordinates. In fact, it can be argued that leadership exists only in relation to followers. So one cannot lead without followers. Some opinions about leadership: (1) Leadership is the focal point of change, (2) Leadership is a personality that has impact, (3) Leadership is the art of making conformity and agreement, (4) Leadership is the exercise of influence, (5) Leadership is action or behavior, (6) Leadership is a form of invitation (7) Leadership is a link of strength (8) Leadership is a means of achieving goals (9) Leadership is a result of Relationships, (10) Leadership is a differentiated role.

Leadership can be conceptualized as an interaction between a person and a group. Each individual in the interaction can play a role and in some way these roles must be distinguished from one another. The basis of the election is influence, namely someone in this case the leader who influences, while others answer. Leaders can be called the driving force. Leadership in organizations is something that is required in life so that life becomes orderly and justice can be applied. A leader has the task of providing understanding and dealing with the condition of followers of the leader and motivating them to work even harder.

Leadership in organizations is very important because good and effective leadership skills are aimed at building, encouraging and introducing a strong company culture so that it can achieve success. Effective leadership requires productivity, job satisfaction, teamwork, employee morale and good coordination in order to achieve organizational goals. Developing confidence in leadership is a leader's duty and responsibility.

Conclusion

An organization must have a leader. Without a leader in the organization will not be able to run properly because there is no one who leads and directs the organization. The leader is a positive and confident person who has a vision, mission and high ethical values, with the ability to convey ideas and is able to encourage and relate well to others. meet the category to become a leader, the person must be able to develop himself so that he is able to practice and learn to become a leader. Leadership will be a critical success factor in an organization. This is because leadership is the focal point of significant changes in the organization, leadership is being a personality that has influence and leadership is the art of creating organizational conformity and stability.

The role of a leader in an organization is very important because a leader can be one of the spearheads of success in the organization.

References

- Andy PP Undap. 1989. Pengaruh gaya Kepemimpinan dan Motivasi Kerja terhadap Penampilan Kerja Guru SPG di Manado dan Minahasa. Tesis PPS IKIP Bandung: tidak diterbitkan.
- Garry Yukl, 1989. Managerial Leadership: A Review of Theory and Research. Journal of Management.

- Greenberg, Jerald & BaronRobert, A. 2003. Behavior in Organization: Understanding and Managing The Human side of work, 5th Ed, Prentice Hall International.
- Kartini Kartono. 2011. Pemimpin dan Kepemimpinan Jakarta:PT. Rajawaligrafindo Persada.
- Kreitner, Robert and Kinicki, Angelo.2005. Perilaku Organisasi edisi 5. Jakarta. PT. Salemba empat.
- Luthan, Fred. 1998. Organizational Behavior. 8th Ed, Irwin, Mc Graw-Hill
- Mc Shane, Stephen L and Von Glinow, Mary Ann. 2005. Organizational Behaviour: Emerging Realities for the Workplace Revolution, second Ed, Mc Graw Hill, Irwin.
- Nanjung deswaraswamy. 2014. Leadership Stlye. Journal Advances in Management Vol. 7(2) February 2014.
- Zaccaro. 2001. The Nature of Organizational Leadership. Journal of George Mason University.