

The Type of Hierarchical Leadership in Strated And Sustained Management inorganization

Dadah Muliansyah

**Sekolah Tinggi Ilmu Ekonomi Indonesia School of Management, Indoensia,
Banten**

Abstract

Leadership is the way a leader behaves, communicates, and interacts with members of his subordinates, the process of influencing people to conduct their direction, the influence of leadership can vary depending on motivation or orientation towards a particular task. Some leadership styles include positive leaders and negative leaders, where the differences are based on the way and effort they motivate their subordinate members, if the approach in motivation is emphasized on both economic and non-economic rewards, which means using a positive leadership style. So if his approach emphasizes sanction or punishment, then he implements a negative leadership style. This second approach can result in acceptable achievements in many situations, but leads to loss of insensitivity to members of their subordinates.

KeyNote: Hierarchical, Leadership, Management

Introduction

Leadership is the power to influence a person, whether in doing something or not doing something. A person is said to be a leader if he has followers or subordinates. Leadership, leadership and power have an inseparable attachment. Because to be a leader not only based on like each other, but many factors.

Successful leaders should have some criteria that depend on the point of view or approach used, whether it is their personality, skills, talents, traits, or authority possessed which will greatly influence the theory and style of leadership to be applied. The higher the position of a leader in the organization, the more demanded of it the ability to think conceptually and macro. The higher the position of a person in the organization then he will be more perfect, while the lower one's position in the organization then he became an expert. Leaders are not just a title or position given from outside but something that grows and develops from within a person, leadership is born from internal processes and empirical experience from the field, outside. Leaders give full power to subordinates, loose organizational structures and passive leaders. That is, the Leader avoids power and responsibility, then hangs it on the group either in setting goals and tackling its own problems. Orientation to leaders, there are two leadership styles that are applied, namely the style of konsideral and structure, also known as the employee orientation and task orientation. Some research results indicate that experts achievement and employee satisfaction can be improved if konsiderasi is dominant leadership style. Conversely, structured, task- oriented leaders believe they get results while keeping people busy and urging them to produce. Leaders who are positive, participative and conscious-oriented are not always the best leaders.

Formulation of the problem

The background of the problem described, then mapped on the formulation of the problem are:

1. What are the leadership factors?
2. Why be a leader?
3. How are the types of leadership?

Writing purpose

There is also the purpose of this writing is:

1. For the needs of nursing management
2. To know all types of organizations
3. To achieve organizational goals
4. To maintain the balance of the organization
5. To achieve the efficiency and effectiveness of the organization

I. Discussion

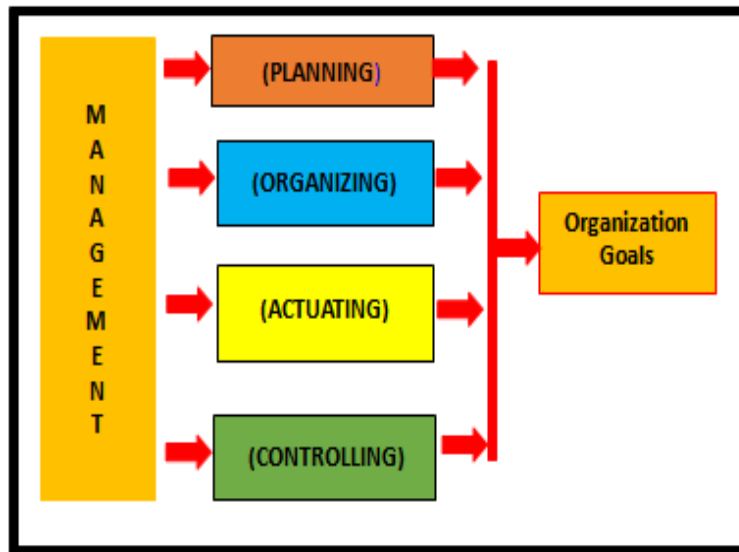


Figure 1. Management Flow Chart and organizational goals

In a Leader must know and must pay attention to the above

1. Able to understand the understanding and history of management
2. Able to know the purpose and function of management
3. Able to understand management theory
4. Able to know the meaning and characteristics of leaders
5. Able to understand the theory and style of leadership
6. Be able to differentiate leadership and management
7. Able to understand the integration of leadership and management capabilities in making decisions

Management:

1. Management as a Science (Science) science is constantly evolving and tentatively useful for making decisions
2. Management as Art (Art) planning, in leadership to communicate & everything that concerns all decisions
3. Management as a Professional must be professional in making decisions based on general principles and formal principles

Manager and Management Functions

Functional managers arrange for each person as an employee who has responsibility for subordinates and resources in other organizations. Managers are classified into 2, they are:

1. *Managers By level:*

- a. High (Top Manager)
- b. Medium (Middle Manager)
- c. Bottom (Lower Manager)

2. *According to the responsibilities in the organization:*

- a. General Manager (General Manager)
- b. Functional Manager (Functional Manager)

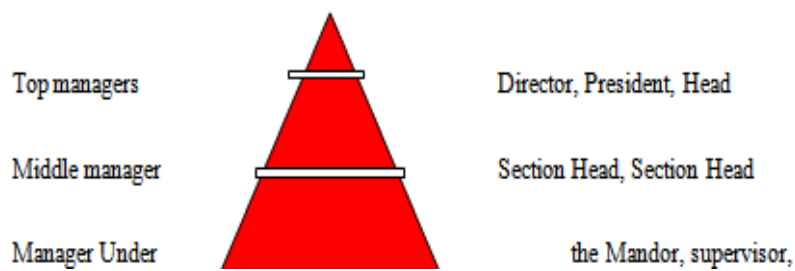


Figure 2. Lepelel hierarchy of Leadership

What to do as a manager is:

1. Managers work with and through others
2. Managers combine and balance conflicting goals and set priorities
3. Managers are responsible and accountable
4. Managers must think analistically and conceptually

According to Robert Owen (1771-1858). There are 3 schools of management thinking that is Management Scientific (Classical Stream), emphasizing on the importance of:

1. The age of human labor in production
2. There is Improvement under working conditions
3. Through the improvement of employee conditions will increase production and increase profits on the Company (vital Machines)

According to Henry Fayol (1841-1925) Classical Organization Theory, dividing the company's operations into activities that are all interdependent with one another.

According to Elton Mayo (1880-1949), to create good human relationships, managers must understand why employees act as they do and what social and psychological factors motivate them to work.

Modern Management type :

1. Management can not be viewed as a strictly technical process
2. Management must be systematic and the approach used should be carefully considered
3. The organization as a whole and the individual manager's approach to oversight should be appropriate to the situation
4. Motivational approach that produces worker commitment to organizational goals is needed

Effective Leadership should always understand the following

1. Be able to decide / solve problems
2. Be able to plan / set priorities
3. Able to motivate employees with problems
4. Able to communicate with fellow superiors and subordinates
5. Able to make presentations in socializing work programs
6. Able to teach / transfer experience and knowledge on subordinates
7. Be able to handle conflict among employees in various ways
8. Able to guide all employees

According to Taylor; The Principles of Scientific Management 1911

1. Formal powers
2. Rules of consistency
3. Bureaucracy of the organization's character plan

The regulation is concerned

1. The division of tasks must be clear
2. Commitment to seniority and improvement
3. Good relationship between superiors and subordinates

Genetic Theory

The essence of this theory is summed up in "leader are born and not made". The adherents of this theory say that a leader he has been born with a leader's talent. Under no circumstances will a person be placed at a time he will be a leader because he was born for it. That means destiny has set him to be a leader.

Social Theory If the genetic theory says that "leaders are born and not made," the socialists say the opposite is "leaders are made and not born." Theorists argue that everyone can be a leader when given the education and opportunity for it.

Ecological Theory

This theory is a refinement of both genetic theory and social theory. The adherents of this theory argue that one can only be a good leader if at birth has had leadership talents. This theory combines the positive aspects of both theoretical and social theories and arguably the best theory of leadership theories, but a much deeper investigation is still needed to be able to say exactly what factors that cause a person to arise as good leader.

Leadership by Some experts and his opinion as follows are:

According to Drs. H. Malayu S.P. Hasibuan, Leader is someone with leadership authority directing his subordinates to do some of his work in achieving goals. According to Robert Tanembaum, Leaders are those who use formal authority to organize, direct, control the responsible subordinates, so that all parts of the work are coordinated in order to achieve company goals. According to Prof. Maccoby, Leader must first be a person who is able to grow and develop all the best in his subordinates. A good leader for the present is a religious person, in the sense of accepting ethnic and moral beliefs of various religions cumulatively, although he himself may reject the different supernatural and divine ideals.

According to Davis and Filley, Leader is someone who occupies a management position or someone who does a lead job.

According to Lao Tzu, a good leader is one who helps develop others, so that they no longer need the leader. The leader or leader should behave as a nanny who encourages, guides, and guides his subordinate members, some of the main principles of leadership are:

- a. IngNgarsa Sung Tuladha: The leader must be able with his nature and actions to make himself a pattern of follow-up and follow-up for the people he leads.
- b. IngMadyaMangunKarsa: Leaders must be able to arouse the spirit of

representation and creativity in the people who are guided.

- c. Tut WuriHandayani: Leaders must be able to encourage their upbringing people to walk ahead and be responsible.

Leadership is a person's ability to influence and motivate others to do things according to common goals. Leadership involves influencing processes in determining organizational goals, motivating follower behavior to achieve goals, influencing to improve groups and culture. While power is the ability to influence others to want to do what they want.

Leadership type according to Douglas McGregor is the theory of X, Y, Z Teory X:

1. Avoiding work if there is a chance
2. Not happy to work
3. Must be directed
4. Has little ambition
5. Avoid responsibility
6. Requires a threat to motivation

Teory Y:

1. Requires strict supervision
2. Motivated by punishment and reward
3. Glad to work
4. Independent
5. Have responsibility
6. Creative and growing
7. Using a scientific approach
8. Requires supervision as necessary
9. Interested in solving organizational problems

Teory Z:

1. Emphasizes on humanistic theory
2. Focus more motivation to human to increase job satisfaction & produce production
3. Collective decision making
4. Long working period
5. Promotion of a slow / enduring post
6. Supervision indirectly

Elemental elements of leadership

The function of leaders in an organization can not be denied is a function that is very important for the existence and progress of the organization concerned. Basically the leadership function has two aspects:

1. Aspects of administrative functions, namely to formulate the formulation of administration and provide facilities.
2. Aspects of functions as top management, which hold planning, organizing, staffing, directing, commanding, controlling, etc ..

A leader is required to understand about the factors of leadership theory in order to have the ability to run an organization, among others.

The intelligence factor of a Leader who has a high intelligence above the average intelligence of his followers will have a higher chance of success as well. Because leaders in general have a higher level of intelligence than their followers. Factor maturity and breadth of social relationships in social interaction with the internal and external environment, a leader who succeeds in having a stable and mature emotion, so that a leader is not easily panicked and shaky in maintaining a position that is believed to be true.

Factors on self-motivation and encouragement from a successful leader have high self-motivation and drive to succeed. a strong impetus will be reflected in optimal, effective and efficient performance.

The factor of authority is a very important factor in the continuity of leadership, because with that factor a leader will be able to influence the behavior of others both individually and in groups so that the person is willing to do what is desired by the leader. The situational factor of a leader must be a good diagnostic and should be flexible, in accordance with the development and maturity level of subordinate members.

The militaristic leadership of a militarized leader is not the same as the leaders in the military organization, since not all leaders in the military are militaristic, a militaristic leader has the following characteristics:

1. The process of moving subordinates in running the program that has been set to immediately achieve the goal.
2. The process of moving subordinates is very fond of using rank and position.
3. Pleased to excessive formality.
4. Demand high discipline and absolute compliance from subordinates.
5. Not willing to accept criticism from subordinates.
6. Fond of ceremonies for various circumstances.

The type and qualities possessed by militarized leaders it is clear that this type of leader is not the ideal leader.

Leadership fathernalistik, has a characteristic that is paternal or leadership like this using the influence of paternal nature in moving subordinates to achieve goals.

The general characteristics of the type of paternalistic leader can be put forward as follows:

1. Assume his subordinates as immature human beings.
2. Be too protective of subordinates.
3. Rarely gives an opportunity to subordinates to make decisions.
4. Rarely gives an opportunity to subordinates to develop creative power initiatives.
5. Often thinks he knows everything.

That such leaders are indispensable, but in terms of negative traits the leader of paternalistic less show the element of continuity to the organization he leads. Charismatic leadership to date management experts have not succeeded in discovering the reasons why a leader has charisma. What is known is that this type of

leader has a tremendous appeal, and therefore has a very large following. Most followers explain why they become followers of such leaders, knowledge of the underlying factors of lack of a charismatic leader, it is often said only that such leaders are endowed with supernatural powers, it should be noted that wealth, age, health, education and so on. Can not be used as a charismatic leader type criterion.

Democratic leadership Of all the types of leadership that exists, the type of democratic leadership is considered to be the best type of leadership. This is because this type of leadership always puts the group ahead of the individual.

Some of the characteristics of this type of democratic leadership are as follows:

1. In the process of moving subordinates always starting from the opinion that man is the noblest creature in the world.
2. Always try to harmonize the interests and personal goals with the interests of the organization.
3. Pleased to accept suggestions, opinions and even criticism from his subordinates.
4. Mentolelir subordinates who make mistakes and give education to subordinates so as not to make mistakes by not reducing the creativity, initiative and initiatives of subordinates.
5. More emphasis on cooperation in achieving goals.
6. Always try to make his subordinates more successful than him.
7. Trying to develop his personal capacity as a leader

Of the qualities that the democratic leader must possess, it is clear that it is not easy to be a democratic leader.

Model or Style of Leadership

1. Authoritative is the model hard and decisive is the style of an autocratic leader means to impose and urgent power to members as subordinates
2. Laizes fire that drips to a free but responsible leadership style, is a leader who gives freedom to do his work to the desires of his subordinates.
3. Democratic is a style of leadership that is middle between imposing the will and giving leeway to subordinates to perform actions in accordance with the work that has been proposed
4. Situational leadership style is more attitude to see the situation, when to be forced and should be moderate in carrying out their work, and in what situations leaders should give freedom to subordinates in accordance with his position.

The Terms Of A Good Leader

A person who belongs to a good leader is a born who has been blessed with leadership talents developed according to his genetic talents through his education and empirical experience. Capacity development is a continuous process in the concerned, will have many traits on leadership.

Although not agree among experts about the ideal conditions that must be owned by a leader, but there are the most important things are as follows:

1. Have extensive Education and Knowledge
2. Have the ability to develop mentally and spiritually

3. The desire to know something positive and good
4. Analytical ability is very good
5. Have a strong memory
6. Has an integrative capacity
7. Educational skills
8. Communication skills
9. Pragmatism
10. Have instinct in priority
11. Personality and objectivity
12. Simple, Courageous, Firm, and so on.

Autocratic

Leadership like this uses the method of power approach in reaching decision and developing its structure. Power is dominantly used. Concentrate power and decision-making for itself, and organize complex work situations for employees so they are willing to do everything they are told. This leadership is generally negative, based on threats and punishment. Nevertheless, there are also some benefits that enable rapid decision-making and enable the empowerment of less competent employees.

Participation

More decentralizes its authority so that the decisions taken are not unilateral.

Democracy

Marked a structure whose development uses a cooperative decision-making approach. Under the leadership of democratic leaders who tend to be highly moral, they can work together, give priority to the quality of work and be self-directed.

Directing

The style is right when we are faced with complicated tasks and our staff has no experience and motivation to do the task. Or if you are under pressure of completion time. We explain what needs and what to do.

Coaching

Leaders not only provide details of processes and rules to subordinates but also explain why a decision is taken, support the process of development, and also receive various inputs from subordinates. The right style if our staff has been more motivated and experienced in dealing with a task.

Supporting

A style in which leaders facilitate and assist the efforts of their subordinates in performing the task. In this case, the leader does not provide detailed direction, but the responsibilities and decision-making process are shared with subordinates. This style will work if the employee has been familiar with the techniques required and has developed a closer relationship with you.

Delegating

A style in which a leader delegates all authority and responsibility to subordinates. Delegating styles will work well if our staff is fully understood and efficient in the job, so we can let them run the task or work for their own abilities and initiatives. A leader is not enough to just have a heart or a character, but also must have a set of leadership methods in order to become an effective leader. Many leaders have the first aspect of

quality that is the character and integrity of a leader, but when a formal leader, it is not effective at all because it does not have a good leadership method. Examples are the leaders needed to manage those they lead. If only Indonesia had a very tough leader would be amazing. Because of the ups and downs we are dependent on the leader. Leaders lead, followers follow. If a leader can not lead well, his character is that followers will not follow. Therefore our quality depends on the quality of our leaders. The stronger the lead is, the stronger it leads. We see again that many leaders who claim to be the people's representatives or public officials have no integrity at all, because what is said and promised when the election campaign is not the same as done when it is seated comfortable in his chair.

The ultimate secret of leadership is the leader's greatest power not of his power, not his intelligence, but of his personal strength. So if you want to be a good leader do not think about other people, think yourself first. Will not be able to change others effectively before changing oneself. The building will be nice, sturdy, majestic, because there is a foundation. So busy thinking about building people, building society, changing the world would be nonsense if it did not start with yourself. Changing others without changing oneself is a dream of controlling others without being in control.

Conclusion

A Leader's intelligence factor Indispensable, Maturity factor and breadth of social relationships in social interaction, Factors on self-motivation and encouragement of a successful leader have high self-motivation and drive to succeed, The factor of authority is a very important factor in the continuity leadership, situational factors a leader must be a good diagnostic and should be flexible, in accordance with the development and maturity level of subordinate members.

1. Good leadership is a person who has been blessed with leadership talent, and developed according to his genetic talents through his education and empirical experience. Capacity development is a continuous process in the concerned, so it has many characteristics in leadership.
2. Types of Laizes fire leadership that focus on the free but responsible leadership style. A democratic type is a middle-tiered leadership style between forcing a will and giving leeway to subordinates. Situational type is a style of leadership that is more attentive to the situation, when to be forced and must be moderate in carrying out every task.

Referensi

- Arikunto, Suharsimi, 2002. *Prosedur Penelitian: Suatu Pendekatan Praktek*. Jakarta: Rineka Cipta.
- As'ad, Moh., 1998. *Psikologi Industri*. Yogyakarta: Liberty.
- Dessler Gary, 1992. *Manajemen Personalia*. Jakarta: Erlangga.
- Bambang, 1997. *Pengaruh Motivasi dan Lingkungan Kerja terhadap Produktivitas Kerja pada Industri Jasa Konsultan Teknik PT. Prima Desain Widya Adicipta*. Semarang. Semarang: UNDIP.

- Fatherius, Achmad, 1997. *Hubungan Lingkungan Internal dan Eksternal terhadap Produktivitas Karyawan Perusahaan Tekstil di PT. Pabrik Cambries Primiissima*. Yogyakarta. Yogyakarta: Pascasarjana UGM.
- Gibson, James L., 1987. *Kepemimpinan Organisasi: Perilaku dan Struktur*. Jakarta: Erlangga.
- Ghozali, Imam, 2001. *Aplikasi Analisis Multivariate dengan Program SPSS*. Semarang: Universitas Diponegoro
- Gujarati, Damodar, 1995. *Basic Econometrics*, ed. 3. Boston: McGraw Hill.
- Hasibuan, Malayu S. P., 2001. *Manajemen Sumber Daya Manusia*. Jakarta: Bumi Aksara.
- Kartono, Kartini, 1998. *Pemimpin dan Kepemimpinan: Apakah Pemimpin Abnormal Itu?* Jakarta: RajaGrafindo Persada.
- Kuncoro, Mudrajat, 2001. *Metode Kuantitatif*. Yogyakarta: UPP AMP YKPN.
- Martoyo, Susilo, 2000. *Manajemen Sumber Daya Manusia*. Yogyakarta: BPFE.
- Pamudji, S., (1985). *Kepemimpinan Pemerintah di Indonesia*. Jakarta: Bumi Aksara.
- Pranoto, Robbins, Stephen P., 1996. *Perilaku Organisasi: Konsep, Kontroversi dan Aplikasi*, Vol. 1. Jakarta: Prenhallindo.
- _____, 1996. *Perilaku Organisasi: Konsep, Kontroversi dan Aplikasi*, Vol. 2. Jakarta: Prenhallindo.
- Santoso, Singgih, 2000. *Buku Latihan SPSS Statistik Parametrik*. Jakarta: Elex Media Komputindo.
- Setiaji, Bambang, 2004. *Panduan Riset dengan Pendekatan Kuantitatif*. Surakarta: Program Pascasarjana UMS, 2004.
- Siagian, Sondang P., 1989. *Teori dan Praktek Kepemimpinan*. Jakarta: Rineka Cipta.
- _____, 2003. *Manajemen Sumber Daya Manusia*. Jakarta: Bumi Aksara.
- Simamora, Henry, 1997. *Manajemen Sumber Daya Manusia*. Yogyakarta: STIE YKPN.
- Siswanto, Bedjo, 1987. *Manajemen Tenaga Kerja: Ancangan dalam Pendayagunaan dan Pengembangan Unsur*. Bandung: Sinar Baru.
- Soeprihanto, John, 1996. *Penilaian Kinerja dan Pengembangan Karyawan*. Yogyakarta: BPFE UGM.
- Supardi, 1993. *Menyusun Karya Tulis Ilmiah*. Yogyakarta: BPFE UII.
- Supardi dan Anwar, Syaiful, 1993. *Dasar-dasar Perilaku Organisasi*. Yogyakarta: UII Press.
- Suyanto, Joko, 1997. *Hubungan antara Iklim Organisasi dengan Motivasi Berprestasi Karyawan Perusahaan Daerah Air Minum Kabupaten Karanganyar*. Surakarta: Pascasarjana UMS.
- Thoha, Miftah, 1993. *Dimensi-dimensi Prima Ilmu Administrasi Negara*. Jakarta: RajaGrafindo Persada.
- Timpe, A. Dale (ed.), 1999. *Seri Manajemen Sumber Daya Manusia: Kepemimpinan*, Vol. 2. Jakarta: Gramedia Asri Media.
- Wariyanto, Agus, 1998. *Pengaruh Motivasi terhadap Peningkatan Kinerja aparat di Lingkungan Sekretariat Wilayah/Daerah Tingkat I Jawa Tengah*. Semarang: UNDIP.
- Yukl, Garry, 1998. *Kepemimpinan dalam Organisasi*. Jakarta: Prenhallindo, 1998.