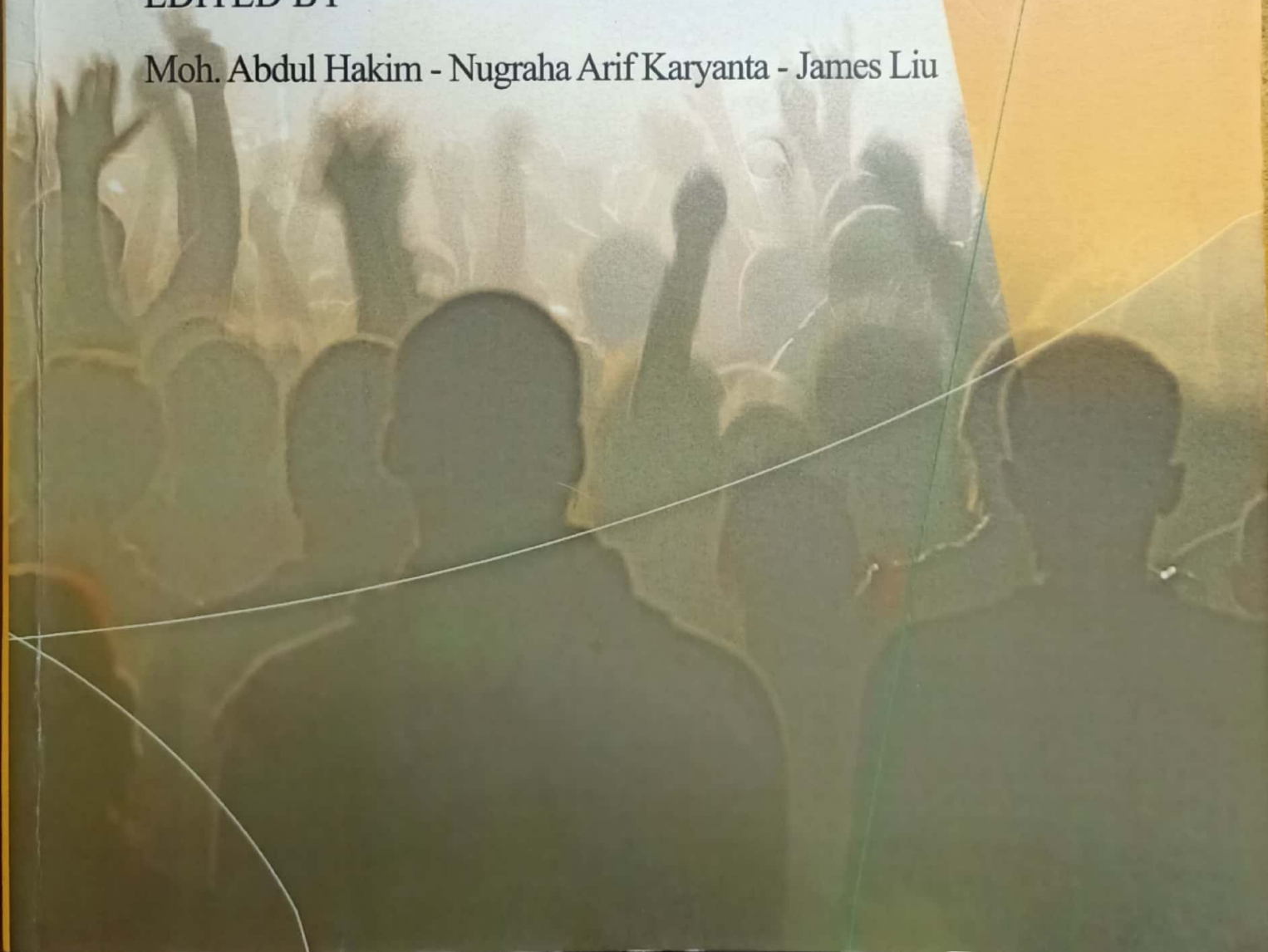




Leadership and Social Action

EDITED BY

Moh. Abdul Hakim - Nugraha Arif Karyanta - James Liu



LEADERSHIP AND SOCIAL ACTION

Moh. Abdul Hakim

Nugraha Arif Karyanta

James Liu

Desain Cover

Insan Rekso Adiwibowo

Tata Tulis

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Penerbit

Department Psychology

Medical Faculty

Universitas Sebelas Maret

Jl. Ir. Sutami No. 36 A Kentingan - Jebres - Surakarta 57126

Telepon 0271 664178

Fax 0271 637400

Email: hakimpsi@yahoo.com

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Empowering Local Leaders for Social Action: A Foreword

The crisis of leadership in Indonesia as is so often discussed by scientists and analysts in the last decade (see Lane, 2011; Suryakusuma & Tan, 2002), indicating that the emergence of leader in Indonesia and its regeneration process has not been properly understood and therefore hard to be engineered. Yet, in the post-“Orde Baru” Indonesia now, with social unrest spreads among citizens, Indonesia needs strong leaders (Schwartz, 2008) in order to maintain the integrity and stability of the nation building process. Therefore, there is no doubt that strong leadership is crucial for the future of Indonesia (Irawanto, 2011).

Unfortunately, the political parties which supposed to hold a major role in regeneration process of country leaders have not yet reach satisfying result because of the low trust aspired towards them as the result of continuous emboss of corruption cases involving parties' cadres. National survey by the Transparency International Indonesia (TII) in 2004 puts the political parties and the Parliament as the most corrupt institution in Indonesia. Another survey result released by the Indonesian Survey Institute (Lembaga Survey Indonesia, 2013) revealed that all parties that have significant number of representatives and strong influence to the executive perceived by the public as the most corrupt political party. It is even more alarming given that most of the corruption cases involve young politicians whom aspired to hold the reins of the national and regional leadership. Corruption that plagues political cadres and government officials in Indonesia have weakened their integrity. The consequence is declining public confidence in the national and regional leadership to the lowest point.

But amid the pessimistic view about the future of Indonesian politics, there is a glimmer of hope with the emergence of the young leader figure, Jokowi, now Jakarta mayor, with different leadership styles to the previous leaders (Masaaki, 2013). Jokowi's leadership style was found to be effective in encouraging social change in the city of Solo. His successful leadership style was constituted by his ability to harness the power of bureaucracy, not just for the use of physical resources that comes from community support and market conditions in Solo, but also the ability to create and mobilize cultural resources and social processes in it (Wirutomo, 2011). According to the observations of von Luebke (2009), the strength of Jokowi leadership lies in the ability to make informal social interaction. He described that Jokowi ".... do not discriminate against certain groups and open his ears to every person."

The international seminar was organized with the aim to explore new possibilities in developing models of leadership that can drive social change. As one of the results of this seminar, the organizers published proceedings entitled “Leadership and Social Action” containing 16 articles discussing the application of leadership concept in various settings, such as education (Sheyoputri, 2013), public policy (Mubarak & Moordiningsih, 2013), organizational (Simarmata, 2013), and community empowerment (Ario & Suwarti, 2013). We hope this proceeding can take part in the discussion about leadership issue in Indonesia. In addition, we also hope the essays published in this proceeding will inspire academics and practitioners to develop alternative model of leadership that can represent Indonesian society and therefore can be used to create a better life in Indonesia.

Moh. Abdul Hakim
Nugraha Arif Karyanta
James Liu

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Emotional Intelligence And Transformational Leadership Style

Dr. Hj. Rifa Hidayah, M.Si, Psi*

Faculty of Psychology, UIN Maulana Malik Ibrahim Malang

Abstract

A transformation leader is a charismatic leader figure, became the inspiration for his followers, very sensitive and understands the needs of his followers (the people), and has the ability to stimulate the ideas of his followers (Bass, 1990). As the leader of transformation that can be the inspiration for the people, has a very large effect on the dynamics of living in a society / organization (Yukl, 1989), transformation leader must be able to pay attention to various problems that may arise, with maintaining the quality of its leadership. A leader who set the emotional state of the human need emotional intelligence (Wang and Ahmed, 2003). individual emotional affect an organization's success (Dulewicz & Higgs, 2000), Leaders should be able to control negative emotions, because emotions affect climate and individual work system (Lofy, 1998), which have an impact on the management less effective (Herwanto, 2004). Leaders who have high emotional intelligence more easily handle a variety of conflict (Feinberg, 2005), has a high ability to empathize (McGarvey, 1997) and is able to take wise decisions (Cervone et al, 1991), the present is needed

Keyword: Leader, emotional intelligence, transformational leadership style.

Introduction

Now people need a leader who qualified. Supposed to be a leader in the community is the best person who can work voluntarily in order to achieve the common goal of creating a harmonious community life. But unfortunately there are still many leaders who have a low morality, such as cases of corruption (Tempo, 2013), and there are still officials who exposed graft case project (Tempo, 2013).

The country needs leadership that can increase people's motivation and morality of Indonesian society. The role of a leader of a nation with a leadership style has a major role in supporting the success of existing programs. Leader's ability to influence the success of the country program, because that's the Indonesian nation needs a leader who has a vision for the future, innovative. One of the forces that act of leadership raised the morale and motivation of leaders and members of the higher level is transformational leadership (Keller, 1992).

* correspondence to : mbakrifa@yahoo.co.id

A transformation leader is a charismatic leader figure, became the inspiration for his followers, very sensitive in understanding the needs of his followers, and has the ability to stimulate the ideas of his followers (Bass, 1990). Of the various opinions indicate that an organization has a better impact when applied transformational leadership style (Bass, 1990) this is because transformational leadership style can motivate its members with the awareness to do the best.

Leader with a transformative force able to be an inspiration for people to have an enormous influence on the dynamics of life in a society / organization (Yukl, 1989), therefore a leader should have a minimum prerequisite in a leadership, which has a good social perception as well as emotionally stable (Gerungan, 2002). To maintain emotional stability in a transformational leadership style needed a leader who is not just smart intellectually, but also emotionally intelligent. Because that emotionally intelligent leaders will be more accepted by society at large. Her emotional intelligent people who are more competent in understanding oneself and others, the relationship between people and the environment to adapt and handle rapidly (Bar-On, 2006). As a leader in the community, holding leadership roles to create a conducive environment.

Emotional intelligence of transformational leaders discussed important, because as a leader in implementing leadership requires the ability to understand the feelings of themselves and other people's feelings, in a relationship with the community. Emotionally intelligent leaders will support leadership success. The results of the study Stein and Book (2000) suggests that emotional intelligence affects the success of a person's performance by 15% - 45%, is higher than the influence of intellectual intelligence (IQ) that affect the success of the work of 1% -20%. Emotional intelligence is believed to have a role in the success of 80% of one's life (Gadner in Goleman, 2000).

Discussion

Transformational Leadership Style

Style of leadership is a process in which leaders continually motivating his members in the form of a behavior (Burn, 1978). The leader of a nation should also be a good leader and can affect all parties to work together to achieve a common goal.

Transformational leadership is a leadership that elevate morale and motivation of its leaders and members to a higher level (Keller, 1992), better known as the leadership of charismatic leader extension (Berling, et al 1996). Transformational leadership will depend on the extent to which leaders are able to influence his followers, including members earned loyalty, admiration members (Bass, 1990).

Characteristics of transformational leadership is charismatic, intellectual stimulation and individualized attention and inspirational (Yukl, 1989; Bass 1990). Leaders who have charisma/idealized influence should be a positive role model for his members. Intellectual Stimulation (Intellectual Stimulation) a leader in transformational leadership is able to make efforts to increase the awareness of members to solve problems that arise and see the problem through a new perspective (Yukl, 1989). Noting members led as an indispensable individual through various efforts such as encouraging its members to innovate in solving problems.

Inspirational leader should be able to communicate an exciting vision, and uses symbols to focus efforts of his followers, and modeling appropriate behaviors (Bass & Avolio in Yukl, 1989).

Emotional Intelligence

Emotional intelligence emerged in the 1960s (Ashkanasy & Daus 2005) as the ability to perceive, understand, and selectively applying power and sensitivity of emotion as a source of energy and human influence (Cooper & Sawaf, 2002). Emotional intelligence is the ability to monitor and control the feelings of themselves and others, and use those feelings to guide thought and action (Solovey & Mayer 1990). Furthermore, Goleman (2001) defines emotional intelligence as the ability of a person to motivate him to be able to control impulses and still endure frustration, and set the mood as well as moderation in pleasure and always keep the existing stress burden, not cripple the ability to think, empathize and pray.

The Role of Emotional Intelligence in Transformational Leadership

In the face of the present, Indonesia is required readiness to always change according to the times, one of which is through the development of human resources in Indonesia. Human resources in an entire country including the leaders of the nation and its people. Leadership is a mover and a trip determinant of an organization (Yukl, 1998) which is able to influence a group towards achieving goals (Robbins, 1996). As a leader there are some functions that need to be run leader, among others; leaders for direction to achieve its intended purpose: as a representative member in relation to the outside world, as an effective communicator, and as a unifying rational (Siagian, 1994). In carrying out its function of leadership, leaders need the ideal leadership style.

Transformational leadership style is a style of leadership that more people are chaired treat her as a whole person, where leaders recognize the needs and requests of subordinates and look for potential motives convince subordinates and subordinates in the higher needs (Burns, 1987). Countries need leaders who are professional and able to lead the people towards the better. The leader is needed is the charismatic leader who is able to become a model for his people but still consider the needs of the people that emphasizes the values and more inspiring. A leader who is in need of transformational course people today. Vision in a transformational leadership are preferred, especially to encourage his people see the self interest of the people themselves (Burns & Bass in Barling & Turner, 2002).

A leader who has a high emotional intelligence course also shows the typical behavior of characters, according to the fifth aspect of emotional intelligence, among others, the leader is able to empathize with others, self-conscious, and self-control in controlling emotions well, could the motivation of self and others, and skilled in interpersonal relationships with the wider community.

An emotionally intelligent leader also has good self-regulation, which is capable of managing a variety of conditions and resources themselves (Goleman, 2004). Both emotion regulation and low emotionality one can predict the quality of a person's positive emotions (Eisenberg, Liew & Pidada, 2004), so leaders do a good self-regulation is certainly needed the community, especially with his ability that has been owned by the leader has the ability to think clearly, solid and firm in the establishment but still be careful to act in a responsible manner.

Motivation emotionally intelligent leaders are also high. Motivation is the force that drives and directs human behavior (Moorhead & Griffin, 1995). Strong motivation will determine the success of a leader in the lead. Leaders who have high motivation will be easier to achieve the goal of leadership because it has accomplished impetus to achieve success is usually the best results-oriented and have a strong commitment and full of

optimism. A person who has the motivation to work in a spirit of leadership will be able to encourage its members to follow the behavior of a leader who leads (Gibson, et al, 1994; Steers & Porter, 1983).

High empathy as a characteristic of an emotionally intelligent leader is also a must-have. With high empathy would be easier then leaders fight for the interests of others and able to understand others and unselfish act for personal use only. Besides high social skills will make a leader more able to adapt to the society and its communication with the public will be directed and well, and is easy to work together with others.

A leader requires communication with the public for the sustainability of a social relationship through emotional touch. Any type of emotion that has someone affects one's ability to communicate (Kozier & Erb, 1995), but more positive emotions play an important role in the leadership, especially when making policy. Positive emotions can increase problem solving and facilitate the integration of information, while negative emotions can lead to limited search of new alternatives (Robbins, 2003).

Leaders need emotional understanding in various situations are very diverse society. The major use for emotional adjustment and survival; regulation, and communication (Bretherton in Santrock 2002). A leader who has the emotional intelligence will easily show the ability of empathy in society, however with positive emotions will show how the leader as a professional worker in an interpersonal relationship needed empathy, and avoid emotional contagion (Brewer & Hewstone, 2004). Emotional contagion as an automatic response to someone who tends not realized, would affect a person's emotional state is projected on body language, such as facial expression, tone of voice, speech, verbal (Brewer & Hewstone, 2004), in an interpersonal relationship in the community need to be avoided.

Emotional intelligence is the main predictor of performance (Goleman, 2004), which can be developed in a person throughout his life (Segal, 2002), this means that a person's emotions can be trained and studied based on life experiences during life (Freshman & Rubino, 2002).

Conclusions And Recommendations

Leadership is the ability to move others in the organization that led her (Siagian, 1996). Based on expert opinion in the above it can be seen that the emotional intelligence of transformational leadership style is a must for a successful leadership to achieve the goals to be achieved. Leaders with style transformation that has high emotional intelligence and is able to motivate followers to do better direction and be able to provide exemplary leadership will enhance the success of the best.

Effective transformational leadership should involve those whom they lead to direct various activities in the community. A leader who is able to have the terms of a good leader and can protect its members are people who are highly motivated to work voluntarily to achieve high goals, energetic and able to solve problems-problems that are not solved around them. Leaders who have high emotional intelligence more easily handle a variety of conflict (Feinberg, 2005), has a high ability to empathize (McGarvey, 1997) and make decisions wisely positive mood (Cervone et al, 1991), today's society is in desperate need of his presence.

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