Intersection of Leadership: Transformational, Visionary and Situational

Siti Uswatun Kasanah

Universitas Nahdlatul Ulama Blitar, Indonesia

Email: uswahunublitar@gmail.com

Abstract

The aim of the study is to find out the intersection of transformational leadership with visionary and situational leadership. The focus of this research is the intersection of transformational leadership, visionary and situational leadership. The results showed that the intersection of transformational leadership with systematic and visionary leadership lay in all leadership principles in organizations, both situational and visionary leadership, because transformational leadership seeks to change (transformation). The achievement of transformative leadership leaders are required to be able to carry out visionary and situational approaches and improvement or adjustment to the principle of transformation.

Keywords: leadership, transformational, visionary, situational

Introduction

Leadership is the process of influencing the activities of a group that is organized towards achieving goals (Gary Yukl, 1998:2). Leadership shows a person's ability to influence others so that they want to do the will of the leader even though personally it might not be pleasing to him (P. Sondang Siagian, 2002:62). Because the concept of leadership is based on one's ability to influence others in achieving common goals, leadership theory continues to develop frequently in the development of dynamic human characters.

Leadership theory is the generalization of leader behavior and its concepts, historical background, causes of leadership, requirements to be a leader, the main characteristics of the leader, their main tasks and functions, and leadership professional ethics (Kartono, Kartini, 2008: 31-32). (Husaini Usman, 2014:317). Transformational leadership is considered as an improvement in transactional leadership. By some transformational leadership itself is considered as the latest leadership.

Dynamics of life and human character demand dynamic change, in the context of leadership theory, experts formulate the importance of visionary leadership. Peter Senge (in Sonedi) states that an organization will only be able to adapt to change if it is able to make itself appear as a learning organization, (Sonedi, 2013:1-13). This implies the demand for a visionary leadership and a clear organizational vision.

Based on the explanation above, the authors are interested in conducting research with the title "Contact of transformational leadership with visionary and situational leadership. The benefits of this study are

1.   To find out the description of Transformational, Visionary and Situational Leadership;

2.   To find out the intersection of Transformational, Visionary and Situational Leadership; and

3.   To be an alternative for leaders of educational institutions and organizations in determining the appropriate leadership style.

Material and Methods

This research is library research. The author uses a type of library research, which is a series of activities relating to library data collection methods. The researcher uses secondary sources, namely in the form of existing data (Mahmud, 2011:31). In this study literature studies are conducted by reading and studying a number of books, literature, scientific journals, and internet websites to get a framework theory that became the basis of this research. From the various sources, an analysis was conducted to find a connection between transformational, visionary, situational leadership theory and the intersection of the three theories. The focus in this study is the principle of transformational, visionary, situational leadership and the intersection of the three leaderships.

Result and Discussion

Transformational Leadership

Transformational leadership according to Bass (in Usman) is leadership that has a vision of the future and is able to identify changes in the environment and be able to transform these changes into the organization; pioneered change and provided motivation and inspiration to individual employees to be creative and innovative, and to build solid teamwork; bring renewal in work ethic and management performance; brave and responsible for leading and controlling the organization (Husaini Usman, 2014:373). The essence of transformational leadership according to Yukl (in Usman) is to empower followers to perform effectively by building their commitment to new values, developing their skills and trust, creating a conducive climate for the development of innovation and creativity (Husaini Usman, 2014:382).

Based on the theory above, it can be concluded that transformational leadership is oriented towards transformation with leaders, subordinates and organizations, from the poor to good, from the good to better dynamically.

Bass and Avolio (in Usman) put forward 4 dimensions in the level of someone's transformational leadership, namely 1) Idealized influence, which is explained as behavior produces respect and confidence from the person led. Idealized influence implies sharing risk, considering needs led above personal needs, and moral and ethical behavior; 2) inspirational motivation, in the form of behavior, always provides challenges and meanings for the work of people who are led which are built through enthusiasm and optimism; 3) intellectual simulation, which is always exploring new ideas and creative solutions, and always encouraging new approaches to doing work; 4) individualized consideration, which is always listening attentively and paying special attention to the achievement needs and needs of the people led (Usman, 2014:385). Transformative leaders are ideal examples.

In the context of the relationship of leaders and subordinates, according to Kismono, the transformational leadership approach essentially emphasizes upholding or respecting the individual goals of subordinates so that later the subordinates will have confidence that actual performance will exceed employee performance expectations (Kismono, 2011:235). This implies that transformative leaders are not only required to arouse subordinate motivations, but more than that generate optimism and enthusiasm to perform beyond the target, even the vision of the organization.

Situational Leadership

Situational leadership according to Tjiptono (in Pasolong) is non-permanent leadership or contingency, (Pasolong, 2008, 47). According to Fathoni, leadership style is based on relationships that are influenced by the level of guidance and direction given by the leader (Achmad Pathoni, 2017, 117-118) Whereas according to Hersey & Blanchard (in Pasolong) that situational leadership, is the choice of leadership style which leaders must apply to people or groups of people depending on the level of maturity of people who will be influenced by the leader, (Pasolong, 2008, 47) how leaders must adapt their leadership style in response to the desire to succeed in work, experience, abilities, and willingness of their subordinates who are constantly changing.

Stoner and Freeman (in Wahyudi) explain that situational leadership theory arouses interest because it recommends a type of leadership that is dynamic and flexible; (Wahyudi, 2009, 31) who tried to find a middle ground between the view that said the existence of universal organizational and management principles, and the view that each organization was unique and had different situations so that it must be faced with certain leadership styles.

According to Hersey & Blancard (in Pasolong) effective leadership in situational concepts is based on leader knowledge of the circumstances and level of ability of subordinates, there are four situational leadership styles that are applied in accordance with the level of maturity of the subordinates, namely: a) Leader instruction style

(directive) that is applied to those who have a low level of maturity, in this case subordinates who are unable and unwilling to assume responsibility and carry out tasks; b) Consultative style of leadership (consultative) that is applied to subordinates who have a low to moderate level of maturity, in this case subordinates who are unable but willing to assume responsibility, namely having confidence but lacking skills and knowledge; c) Style of leader participation (participatory) that is applied to subordinates who have a moderate to high level of maturity, subordinates at this level have the ability but do not have the willingness to do the tasks assigned; d) The style of delegation of leaders (delegative) is applied to subordinates who have a high level of maturity, in this case the subordinates with this level of maturity are capable and willing or have the confidence to assume responsibility (Pasolong, 2008, 50). While according to Fathoni, the style used is; telling style directing for low follower readiness; selling style for moderate follower readiness; the style of inviting subordinates to participate in the readiness of high followers with moderate motivation; and the style of delegating to high followers (Achmad Pathoni, 2017, 129-131).

The level of maturity of subordinates in situational leadership style according to Hersey & Blanchard (in Pasolong) is characterized by four levels, namely; (Pasolong, 2008, 50).
a. Low maturity level indicated by indications of subordinates who are unable and unwilling to assume responsibility.
b. Low to moderate maturity level indicated by indications of subordinates who are unable but have the desire to assume responsibility.
c. Medium to high maturity level indicated by indications that subordinates have the ability but do not have the willingness to do a given task.
d. High maturity level which is indicated by indications of subordinates capable and willing to assume or carry out the responsibilities given.

Visionary Leadership

Visionary leadership is the ability of leaders to create, formulate, communicate / socialize / transform and implement ideal thoughts that come from within themselves or as social interactions between organizational members and stakeholders who are believed to be future organizational ideals that must be achieved or realized through the commitment of all personnel (Education Administration Lecturer Team UPI, 2009, 143). While according to Robbins as quoted by Wahyudi "visionary leadership is the ability of leaders to create and articulate a realistic, trustworthy, attractive vision of the future for an organization or unit organization that continues to grow and increase until now "(Wahyudi, 2009, 24). The elements of visionary leadership according to Quigley as quoted by Wahyudi, are as follows:
a. Vision as a fundamental source of strength, vision is an attribute of leadership of an institution that makes the direction and purpose of the institution in the long run, and more importantly vision offers direction and maps to the future and becomes a guide / guidance for organizations about how to interact to achieve what they want it.
b. Values as the foundation of vision, organizational values as a rule or guideline in which the organization urges its members to behave consistently with orders and developments.
c. Mission and objectives, the mission of an educational institution responds to what it wants to achieve.
d. Strategy and tactics, in implementing the vision strategies and techniques are needed. The strategy provides integrated direction for the organization and various organizational objectives, and provides guidance on the use of organizational resources used to achieve objectives (Wahyudi, 2009, 20-21).

The characteristics of visionary leadership are as follows: a) Leaders have the power to achieve organizational goals; b) Leaders are more free to create creations and innovations to develop the organization; c) Higher career opportunities in recognition of achievements; d) Can do more for the benefit of others / society (Wahyudi, 2009, 24). While the success of visionary leadership, determined the ability of leaders in terms of: a) Ability to explain vision to others; b) Able to express vision not only verbally but through leader behavior; c) Able to expand the vision to a different leadership context. (Wahyudi, 2009, 25).

Intersection between Transformational, Situational and Visionary Leadership

Transformational, situational and visionary leadership theory, in micro terms is relatively the same, that is, it can be seen as a process of influencing individuals. While on a macro basis,

transformational leadership is a process of mobilizing power to change social systems and reform institutions; (Usman, 2014, 388) situational leadership is a mutually influential process between leadership, socio-emotional behavior and subordinate maturity; (Usman, 2014, 368) while leadership visionary is a process of mobilizing strength for an ideal vision. Transformational leadership content according to Anderson (in Usman) is vision, communication, and creative action that have a positive effect on a group of people in a clear set of values and beliefs to achieve clear and measurable goals (Usman, 2014, 372). Situational leadership content is style flexibility, followers' condition, and optimization (Usman, 2014, 358). While the content of visionary leadership is an ideal vision and vision communication.

Based on the above explanation, it can be concluded that transformational leadership is an improvement of situational leadership style and visionary leadership style. Although Hersey & Blancard's leadership theory that emerged in 2000 was considered as a complement to transactional and transformational leadership theory, but basically situational leadership theory was developed by Fieder in 1976. It is different from the general understanding that in situational leadership a leader can apply any leadership style, in the principles of leadership are only limited to the style of the leader in a relational pattern with subordinates, namely directive, consultative, delegative and participatory. The situational concept itself in this case is interpreted as a socioemotional situation (condition) and the maturity level of subordinates.

The interface between transformational leadership and visionary and situational leadership as a form of improvement can be seen in several organizational principles as follows;

1. Organizational Vision. In visionary leadership, leadership is required to have the ability to continuously explore the ideal vision and communicate the vision to subordinates in the form of guidelines for activities and goals and behavior (exemplary) that reflects the vision. Then in situational leadership, leadership is required to adjust the vision and role (style) with socio-emotional stratification and maturity of subordinates. Whereas in transformational leadership, in addition to the demands of the ideal vision capability, it must also be able to become agents of change in the process of transforming subordinates into visionaries. Leaders in visionary leadership must position themselves as visionary leaders. In transformational leadership, besides being a visionary leader must also be able to transform subordinates into visionary subordinates. Different from situational leadership, being a visionary leader or not depends on the situation of organizational needs.

2. Leader's Behavior. In visionary leadership, leaders are required to be able to read changes and make distant vision changes. In situational leadership, in addition to the ability to read change, also required carefulness in reading the environmental situation and maturity of subordinates in determining vision. While in transformational leadership, leaders are required to be able to read change and establish an ideal vision, and be able to transform the environment and maturity of subordinates towards an ideal vision. Among visionary leadership, situational leadership and transformational leadership, emphasize the role of directive, communicative, consultative and participatory in subordinates to achieve desired performance. It's just that in transformational leadership the role is oriented to the process of transformation (change) of subordinates so that they have the skills, optimism and enthusiasm beyond the desired performance. And in order to be able to carry out transformation, leaders are required to understand and deal with the socioemotinal situation and the maturity level of subordinates as in the principle of situational leadership.

3. Subordinate Behavior. In visioner leadership, subordinates are more oriented to the ability to understand the vision and follow guidelines, targets and sequence of activities determined by the leader. In situational leadership, subordinates are static at maturity or perform according to instructions, results of consultations, delegations, and leadership participation. transformational, subordinates are required to be able to transform (change better) and together leaders continue to transform. The demands of leaders and subordinates to always be transformed become better, allowing the application of the principles of visionary leadership and situational leadership in transformational leadership. Subordinates must always be transformed to be subordinates with higher maturity levels than before.

4. Subordinate Performance Motivation. In

visionary leadership, motivation is built on dreams / imaginary visions. In situational leadership, subordinate motivation to perform is the ultimate goal (path goal theory). While motivation in transformational leadership is built on the challenges and meanings of work through enthusiasm and optimism. This shows that both in visionary leadership and situational leadership, subordinate motivation is built to perform as desired (targets, targets) while in transformational leadership, desired performance is only a minimal target because the ultimate goal is to exceed the desired performance.

5. Organizational Environmental Situation. In visionary leadership, organizational behavior in realizing an ideal vision must go beyond the environmental situation. While in transformational leadership, the environmental situation is always transformed to suit the ideal vision. Then a breakthrough is needed that is able to comprehensively deal with the above environmental problems (Kasanah, 2018: 1-11).

Based on the analysis above, it can be concluded that mastery of the principles of visionary leadership and situational leadership becomes a demand in transformational leadership as an effort to carry out the organizational transformation process. Then all existing leadership theories, including visionary leadership, situational leadership and transactional leadership. Situational leadership theory appears to be based on anxiety over the absence of a standard and universal leadership style for all organizational forms where each organization has its own unique character. The problem is whether situational leadership is the most ideal leadership because it allows leaders to apply various styles (theories) of existing leadership, depending on the perspective of the analysis.

Research Result

Description of transformative, situational and visionary leadership, namely: a. Transformational leadership is leadership that has a vision of the future and is able to identify changes in the environment and is able to transform these changes into the organization; pioneered change and provided motivation and inspiration to individual employees to be creative and innovative, and to build solid teamwork; bring renewal in work ethic and management perfor-

mance; brave and responsible for leading and controlling the organization; b) Situational leadership is not fixed leadership or contingency, assuming there is no one right leadership style for a leader in all conditions. Is a leadership style that is based on relationships that are influenced by; the level of guidance and direction given by the leader; the level of socio-emotional support that the leader presents; and the level of readiness shown by subordinates in carrying out certain tasks, functions and objectives; c) Visionary leadership is leadership that demonstrates the ability of leaders to create, formulate, communicate, socialize, transform and implement ideal thoughts that originate from within themselves or as social interactions among members of the organization and stakeholders who are believed to be the ideals of the organization in the future that must be achieved or realized through the commitment of all personnel

The intersection of transformational leadership with systematic and visionary leadership occurs (lies) on all leadership principles in organizations, both situational leadership and visionary leadership, because transformational leadership tries to make changes (transform. And to achieve these transformations leaders are required to be able to carry out visionary approaches and situational and refinement or adjustment to the principle of transformation itself.

Conclusion

Transformational leadership becomes more appropriate in any situation and even in visionary abilities. This ability certainly has mastered both types of leadership. It can be said that the transformational type of leadership applies what is done by the visionary and situational leaders, so that they can make changes. This research suggests that leaders of organizations or educational institutions can analyze and introspect the leadership that is being carried out. Second, for the reader, they can choose and use the right type of leadership in preparing the organization that is their responsibility.

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