

Introduction: The Nature of Leadership

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Learning Objectives

- Memahami definisi kepemimpinan
- Memahami perbedaan antara kepemimpinan dan manajemen; *Leader VS Manager*
- Memahami kompleksitas mengukur efektivitas kepemimpinan
- Memahami indikator-indikator efektivitas kepemimpinan
- Memahami aspek-aspek kepemimpinan yang diteliti selama 50 tahun terakhir
- Memahami kepemimpinan dalam konteks individual, kelompok, dan proses organisasi.

Definisi *Leadership* (Kepemimpinan)

- Sering mixed up dengan istilah-istilah *power, authority, management, administration, control, & supervision.*

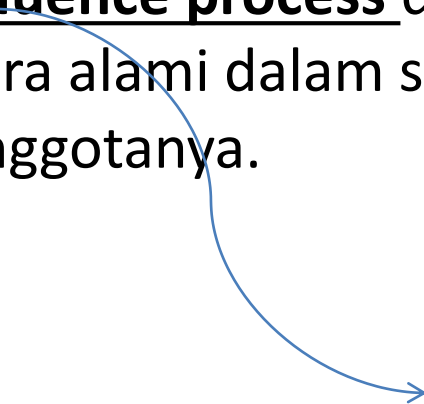
TABLE 1-1 Definitions of Leadership

- Leadership is “the behavior of an individual . . . directing the activities of a group toward a shared goal.” (Hemphill & Coons, 1957, pg. 7)
- Leadership is “the influential increment over and above mechanical compliance with the routine directives of the organization.” (Katz & Kahn, 1978, pg. 528)
- “Leadership is exercised when persons . . . mobilize . . . institutional, political, psychological, and other resources so as to arouse, engage, and satisfy the motives of followers.” (Burns, 1978, pg. 18)
- “Leadership is realized in the process whereby one or more individuals succeed in attempting to frame and define the reality of others.” (Smircich & Morgan, 1982, pg. 258)
- Leadership is “the process of influencing the activities of an organized group toward goal achievement.” (Rauch & Behling, 1984, pg. 46)
- “Leadership is about articulating visions, embodying values, and creating the environment within which things can be accomplished.” (Richards & Engle, 1986, pg. 206)
- “Leadership is a process of giving purpose (meaningful direction) to collective effort, and causing willing effort to be expended to achieve purpose.” (Jacobs & Jaques, 1990, pg. 281)
- Leadership “is the ability to step outside the culture . . . to start evolutionary change processes that are more adaptive.” (Schein, 1992, pg. 2)
- “Leadership is the process of making sense of what people are doing together so that people will understand and be committed.” (Drath & Palus, 1994, p. 4)
- Leadership is “the ability of an individual to influence, motivate, and enable others to contribute toward the effectiveness and success of the organization. . . .” (House et al., 1999, pg. 184)

- ✓ Kepemimpinan meliputi proses menggunakan pengaruhnya terhadap orang lain untuk membimbing, mengatur, dan memfasilitasi aktivitas dan hubungan-hubungan dalam kelompok atau organisasi.
- ✓ Kepemimpinan adalah fenomena penting bagi efektivitas suatu organisasi.

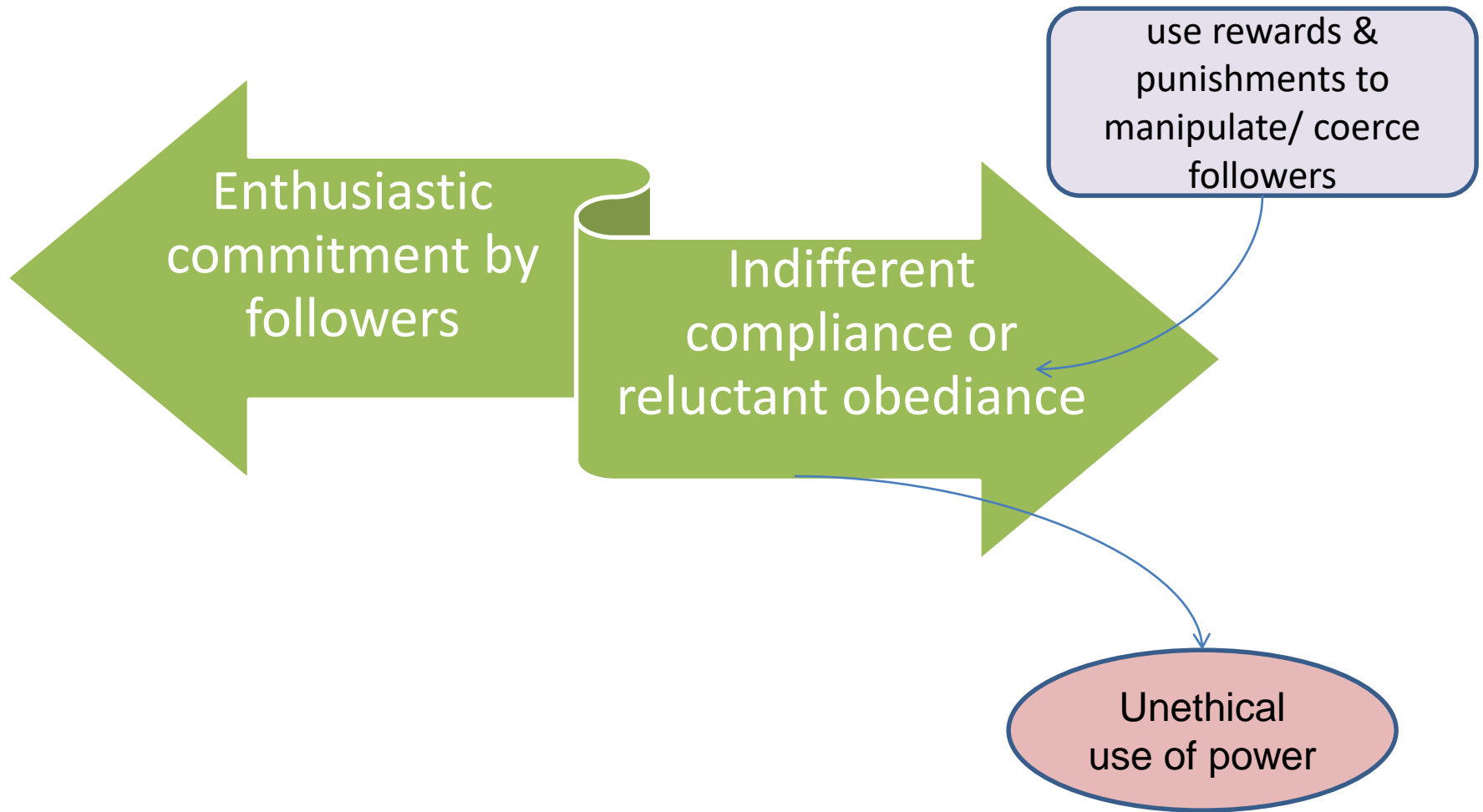
Specialized Role or Shared Influence Process?

- Pemimpin as specialized role dianggap bahwa setiap anggota dari suatu kelompok pasti memiliki perannya masing-masing, termasuk peran pemimpin yang memiliki tanggung jawab dan fungsi-fungsi yang tidak bisa dibagi secara luas tanpa mengorbankan efektivitas dari kelompok → **Leader-Followers**
- Pemimpin as shared influence process dianggap sebagai proses yang terjadi secara alami dalam sistem sosial yang dibagi bersama antar anggotanya.



Definisi yang lebih sesuai untuk mempejari konstruk kepemimpinan

Types of Influence Process



Direct VS Indirect Leadership

- ***Direct leadership*** meliputi usaha mempengaruhi bawahannya ketika berinteraksi dengan mereka atau menggunakan media komunikasi untuk mengirimkan pesan pada mereka. Contoh: mengirim memo, email, menyelenggarakan *meeting*, dll.
- ***Indirect leadership*** menunjukkan usaha mempengaruhi orang-orang di level bawah dalam organisasi yang tidak berinteraksi secara langsung dengan pemimpin. Contoh: CEO menampilkan diri sebagai contoh yang baik dalam menegakkan kode etik dan bersikap supportif dapat mempengaruhi level bawah organisasi.

Leadership vs Management

- *“...a person can be a leader without being a manager (e.g., an informal leader), and a person can be a manager without leading. Indeed, some people with the job title “manager” do not have any subordinates (e.g., a manager of financial accounts). ”*
- **Managers** are concerned about how things get done, and they try to get people to perform better. **Leaders** are concerned with what things mean to people, and they try to get people to agree about the most important things to be done.
- Bennis and Nanus (1985, p. 21) proposed that “**managers** are people who do things right, and **leaders** are people who do the right thing.
- Kotter (1990) proposed that **managing** seeks to produce predictability and order, whereas **leading** seeks to produce organizational change. Both roles are necessary, but problems can occur if an appropriate balance is not maintained. Too much emphasis on the managing role can discourage risk taking and create a bureaucracy without a clear purpose. Too much emphasis on the leadership role can disrupt order and create change that is impractical → depends in part on the situation.

Conclusion from definition of leadership (Yukl, 2010):

Leadership is the process of influencing others to understand and agree about what needs to be done and how to do it, and the process of facilitating individual and collective efforts to accomplish shared objectives.

Indikator Efektivitas Kepemimpinan

- (1) Sejauh mana kinerja tim dalam unit organisasi didorong dan pencapaian tujuan difasilitasi.

Objective Measures of Performance

- Sales
- Net profits
- Profits margin
- Market share
- ROI
- Productivity, etc

Subjective Measures of Performance

- Ratings obtained from the leader's superior, peers, or subordinated

Indikator Efektivitas Kepemimpinan

- (2) Sikap & persepsi *follower* terhadap *leader*. Dapat diukur dengan kuesioner atau wawancara.
- (3) Efektivitas pemimpin juga dapat diukur berdasarkan kontribusinya terhadap kualitas proses kelompok yang dipersepsikan oleh pihak luar/ *observer*. (Does the leader enhance group cohesiveness, member cooperation, member commitment, and member confidence that the group can achieve its objectives? Does the leader enhance problem solving and decision making by the group, and help to resolve disagreements and conflicts in a constructive way? Does the leader contribute to the efficiency of role specialization, the organization of activities, the accumulation of resources, and the readiness of the group to deal with change and crises?)
- (4) Sejauh mana orang tersebut memiliki karir yang sukses sebagai pemimpin. (Is the person promoted rapidly to positions of higher authority? Does the person serve a full term in a leadership position, or is he or she removed or forced to resign? For elected positions in organizations, is a leader who seeks reelection successful?)

Overview of Major Research Approaches

- 3 tipe variabel yang relevan untuk memahami efektivitas kepemimpinan:

Karakteristik LEADER

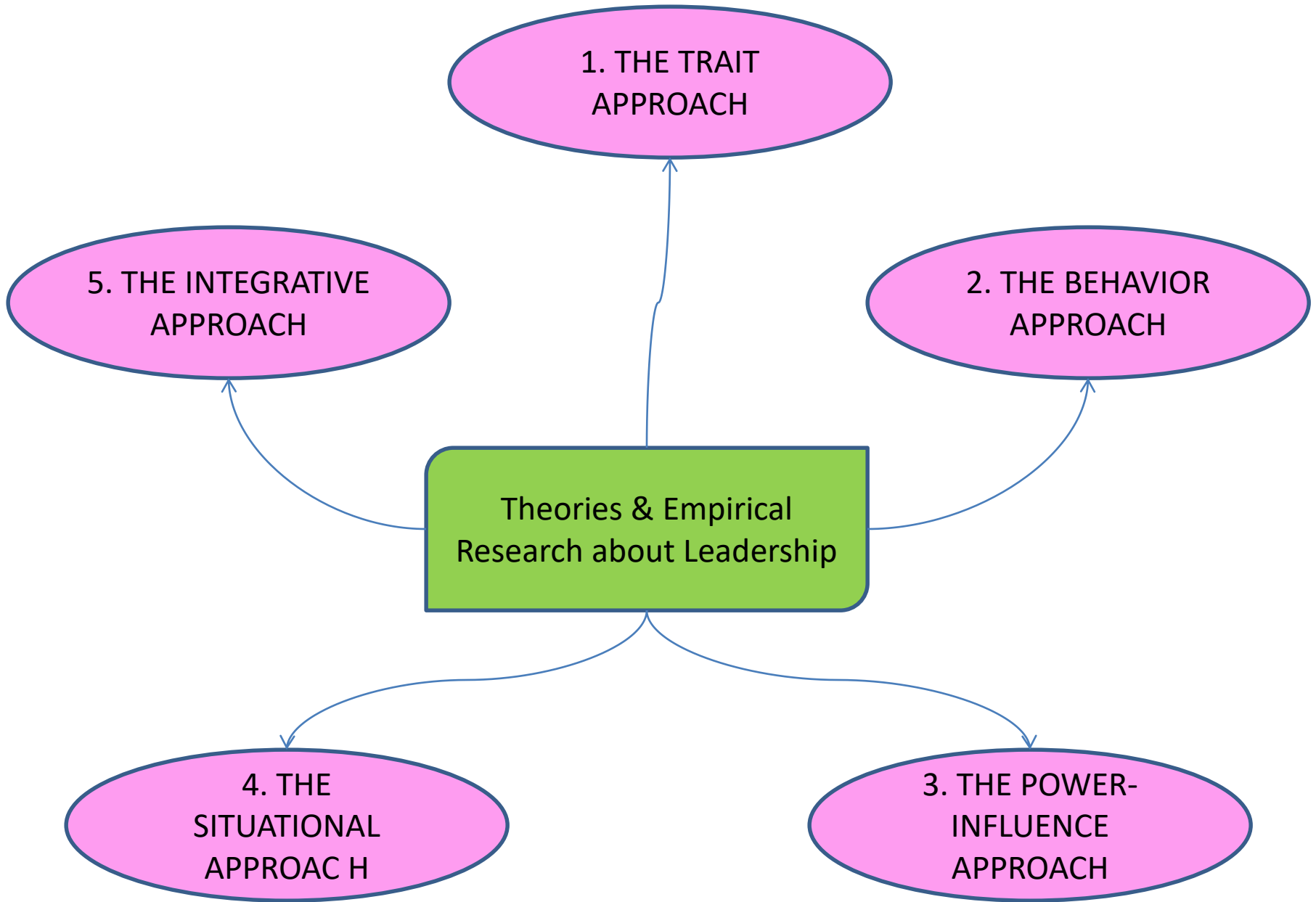
- Traits (motives, personality, values)
- Confidence & optimism
- Skills & expertise
- Behavior
- Integrity
- Influence tactics
- Attribution about followers

KARAKTERISTIK FOLLOWERS

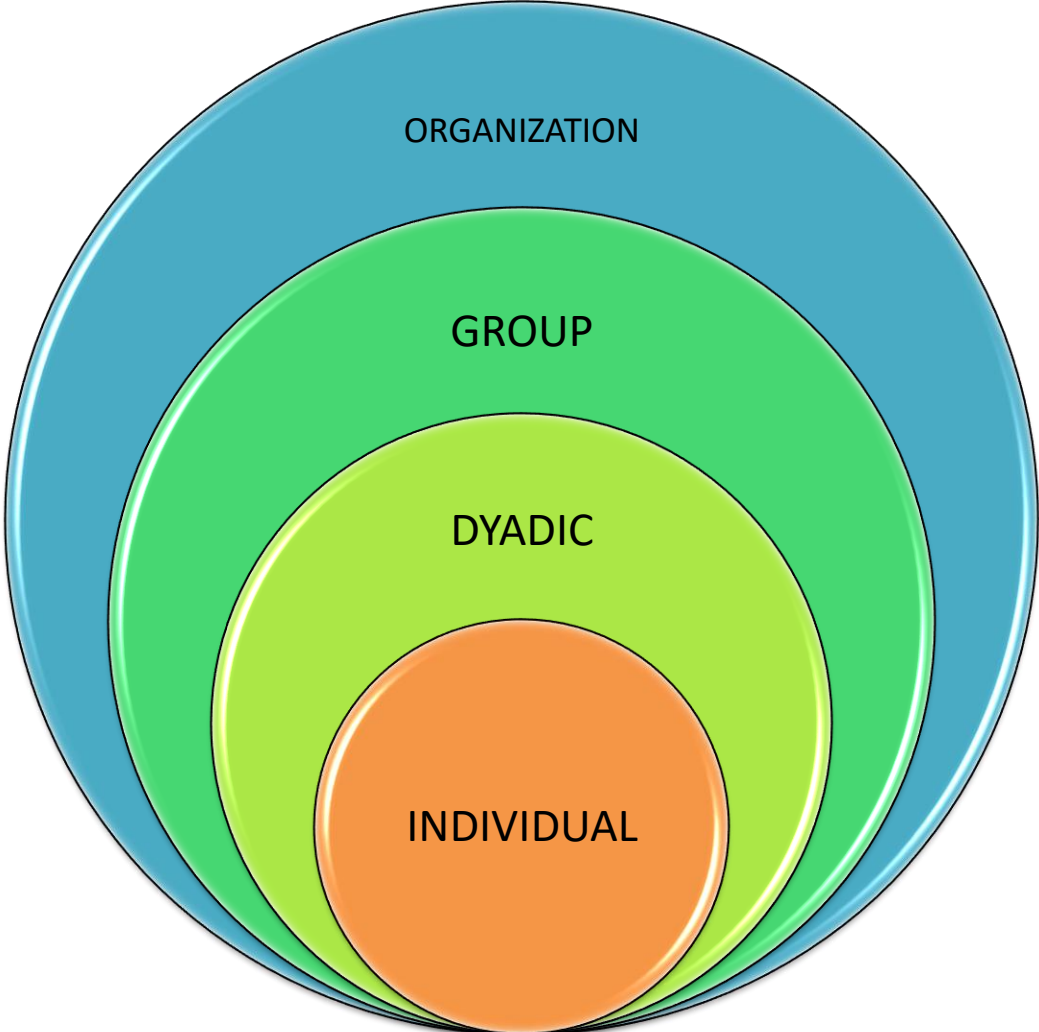
- Traits (needs, values, self concept)
- Confidence & optimism
- Skills & expertise
- Attribution about leader
- Trust in leader
- Task commitment & effort
- Satisfaction with job & leader

KARAKTERISTIK SITUATION

- Type of organizational unit
- Size of unit
- Position, power, & authority of leader
- Task structure & complexity
- Task independence
- Organizational culture
- Environmental uncertainty
- External dependencies
- National cultural value



Levels of Conceptualization for Leadership Process



Research Questions at Different Levels of Conceptualization

Intra-Individual Theories

- How leader traits and values influence leadership behavior
- How leader skills are related to leader behavior
- How leaders make decisions
- How leaders manage their time
- How leaders are influenced by role expectations and constraints
- How leaders react to feedback and learn from experience
- How leaders can use self-management techniques
- How leaders can use self-development techniques

Dyadic Theories

- How a leader influences subordinate motivation and task commitment
- How a leader facilitates the work of a subordinate
- How a leader interprets information about a subordinate
- How a leader develops a subordinate's skills and confidence
- How a leader influences subordinate loyalty and trust
- How a leader uses influence tactics with a subordinate, peer, or boss
- How a leader and a subordinate influence each other
- How a leader develops a cooperative exchange relationship with a subordinate

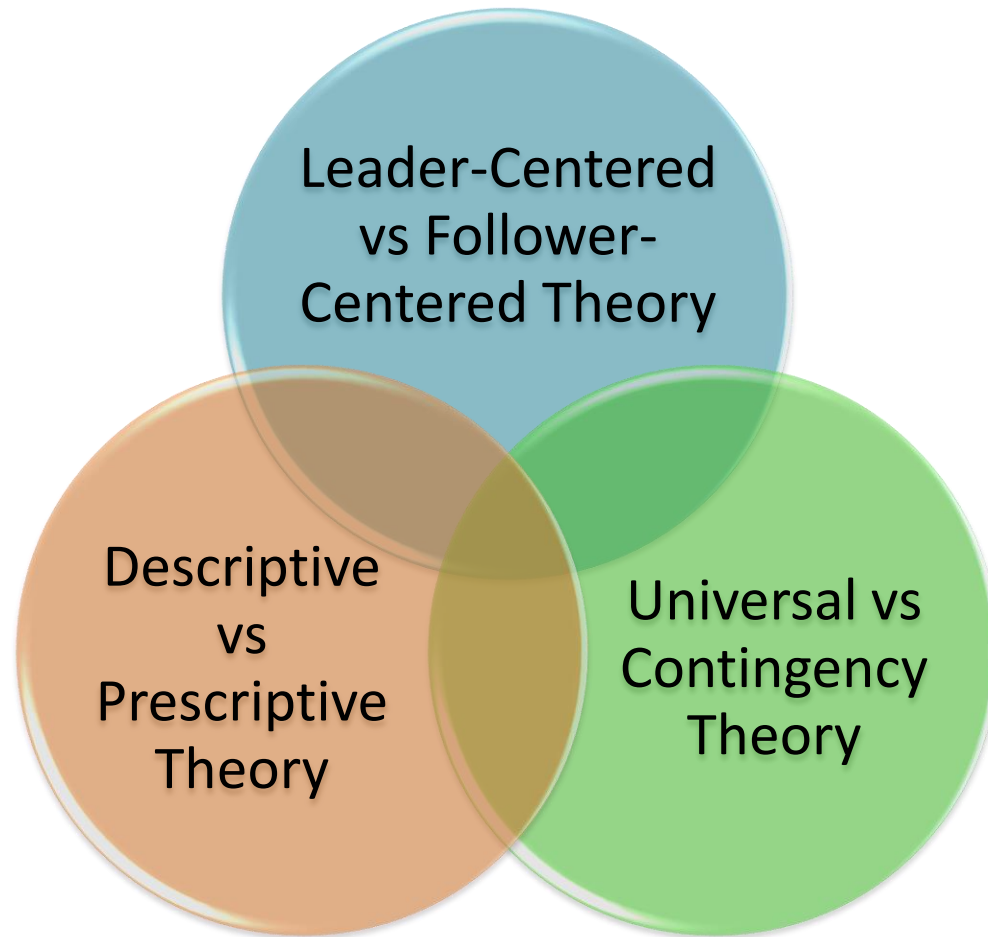
Group-Level Theories

- How different leader-member relations affect each other and team performance
- How leadership is shared in the group or team
- How leaders organize and coordinate the activities of team members
- How leaders influence cooperation and resolve disagreements in the team or unit
- How leaders influence collective efficacy and optimism for the team or unit
- How leaders influence collective learning and innovation in the team or unit
- How leaders influence collective identification of members with the team or unit
- How unit leaders obtain resources and support from the organization and other units

Organizational-Level Theories

- How top executives influence lower-level members
- How leaders are selected at each level (and implications of process for the firm)
- How leaders influence organizational culture
- How leaders influence the efficiency and the cost of internal operations
- How leaders influence human relations and human capital in the organization
- How leaders make decisions about competitive strategy and external initiatives
- How conflicts among leaders are resolved in an organization
- How leaders influence innovation and major change in an organization

Other Bases for Comparing Leadership Theories



GROUP DISCUSSION

1. What are some similarities and differences in the way leadership has been defined?
2. Does it really matter how you define leadership? Explain and defend the position you take on this question.
3. What are the arguments for and against making a distinction between leaders and managers?
4. Why is it so difficult to measure leadership effectiveness?
5. What criteria have been used to evaluate leadership effectiveness? Are some criteria more useful than others?
6. What are the trait, behavior, and power-influence approaches? What unique insights does each approach provide about effective leadership?
7. Why does it matter whether leadership is described as an intra-individual, dyadic, group, or organizational process? Which level of analysis is emphasized in most leadership theories and research?
8. Compare universal and contingency theories. Is it possible to have a theory with both universal and contingent aspects?

Tugas Utama Psikologi Kepemimpinan

- **Tugas Individual:** Review Jurnal terkait Psikologi kepemimpinan.

- **Tugas Kelompok:**

- Diskusi mingguan

- Presentasi Studi Kasus by Chapter

- Analisis Tokoh

Deadline: (Tugas Individual pengumpulan bebas maksimal 2 minggu sebelum UAS)

(Tugas Kelompok: Presentasi studi kasus (sesuai pembagian kelompok);

Analisis Tokoh (Presentasi di dua pertemuan akhir sebelum UAS).

NB: Tidak ada perbaikan nilai, nilai setelah UAS fixed tidak dapat diganggu gugat.

Tugas tambahan (jika merasa perlu) → Review Buku apapun dikaitkan dengan Psikologi Kepemimpinan.

KELOMPOK	BAGIAN PEMBAHASAN (SUMBER, YUKL 2010)
1	Chapter 2 (The Nature of Managerial Work)
2	Chapter 3 (Perspective on Effective Leadership Behavior)
3	Chapter 4 (Participative Leadership, Delegation, & Empowerment)
4	Chapter 5 (Dyadic Relations, Attributions, & Followership)
5	Chapter 6 (Power & Influence)
6	Chapter 7 (Managerial Traits & Skills)
7	Chapter 8 (Early Contingency Theories of Effective Leadership)
8	Chapter 9 (Charismatic & Transformasional Leadership)
9	Chapter 10 (Leading Change in Organizations)
10	Chapter 11 (Leadership in Teams & Decision Groups)