

Realization of Managerial Competence in Effective Leadership

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Abstract

The purpose of this research is to discuss the Realization of Managerial Competencies in Effective Leadership, This research method is a library review, the results of this research is in creating effective leadership is very necessary managerial competence to support it, the principal as a leader in educational institutions must be really in mastering managerial competence in order to achieve effective leadership, the principal must be very adept in managing and developing human resources and can plan, manage, implement and create a very conducive learning organization environment, so that the teaching and learning process is carried out as expected, thus it will create an effective leadership. By applying the competence owned by the principal, then the visionary leadership should be carried out, because if the competence is used well by constantly paying attention to the changing times and looking for opportunities to get success or progress of the institution in the future then it is not impossible to achieve.

Keywords: Managerial Competence, Leadership, Effective,

INTRODUCTION

The lack of education is partly due to leadership performance that cannot adjust to change and also does not have adaptive educational strategy planning to change. Tilaar revealed that one of the deterioration of the national education sector is because there is no strategic vision that puts education as the leading sector. (Hidayah, 2001)

Many studies have been conducted by previous researchers, the leadership of madrasah heads became a major factor in the success of madrasah / school. Awareness of the importance of leadership as the key to the success of schools / madrasahs has received attention from many researchers.

Research conducted by research experts on schools that always improve their work performance is led by good principals and dynamic organizations are

always led by good principals, namely leaders who always strive to improve their achievements.

Studies conducted by Brown and Anfara found that visionary leadership practices involve early exploration of areas of possible change; changes and guidance on early exploration of possible areas of change; changes and coaching on exploration include support, commitment, and ownership. Time, courage to change, planning involving everyone, openness and appreciation are the characteristics required for visionary madrasa heads who want school reform. (Starratt, 2007)

Leaders and their role in the development of identification vision as a crucial aspect for the effectiveness of the organization. How important the vision is for the effectiveness of madrasah heads, so that the vision is a force and a dream whose realization is continuously championed by madrasah heads effectively in forming madrasahs, individuals and organizations. The vision gives the madrasah the strength and drive force to solve all problems. Vision contains basic values, mission and objectives. Basic values are the basic values that are embraced. Mission is the operational of a person's vision of his organization, including a statement of what this organization will become in the future and what will it act as? Objectives are the objectives for which the organization is brought in including, what it wants to produce, what is it for, and what qualities? The purpose of the vision, according to Kotter the vision that baik has the main objectives: a) Clarify the general direction of organizational policy change. b) Motivate employees to act with the right direction, and c) Help the process coordinate certain actions of different people.

The role of visionary leaders is to maintain vision. Therefore, a leader must always maintain a clear direction by directing the vision as a guide. The shared vision gives direction to the head of the madrasah, all students and the entire staff. Character and vision elements, include three main elements namely (1) vision related to the personality and cognitive skills of the leader; (2) the vision reflects the ability to develop the vision of the organization; and (3) the ability of the leader to articulate the vision. Locke et al. Expressing the equation of vision characteristics: concise; clear; abstraction; challenges; orientation and future; stability; Preferred. (Komarian & Triatna: 2008)

An education leader like the head of a madrasa will succeed in leading if he is able to develop his leadership in reference to leadership characteristics. Although the head of the madrasah will stiff the adjustment as needed. The characteristics of such education leaders and principals require certain qualities, traits or traits that guarantee success in every situation.

In carrying out such a large mandate that must run an organization or education effectively and continue to make changes in order to follow the demands

of the times as a characteristic of a leader, then a leader must have managerial competence that memumpuni also, where this managerial competence that is very helpful for the implementation of effective and visionary leadership.

In this paper will discuss about the realization of managerial competence possessed by a leader to carry out his or her effective and visionary leadership.

Managerial competence can be interpreted as the ability to manage resources through planning, organizing, directing, and supervising activities to achieve organizational objectives effectively and efficiently. According to Kunandar (2007:1) The principal as a manager must be able to arrange for all potential schools to function optimally. This can be done if the principal is able to perform management functions properly, including: (1) planning; (2) organizing; (3) direction/control; and (4) Supervision.

Based on the description above, what is meant by managerial competence is the ability of the principal in organizing and developing school resources to create an effective, efficient learning environment. Principals are required to have skills in developing the human resources available in their schools, so that they can actually be empowered and contribute to the achievement of educational goals in schools.

According to Yukl, quoted by Kompri mentioned that most researchers evaluate the effectiveness of leadership in relation to the consequences of the actions of leaders for followers of the organization. The usual measure of leadership effectiveness is the extent to which the organizational unit of the organization performs its duties successfully and achieves its objectives. Another common indicator is the attitude of followers towards the leader, such as likes, complacency, respect and admiration for the leader. (Yukl,: 2005)

Effective leadership in an institution according to Yukl, quoted by Kompri, namely:

- a. Plan and organize with indicators of setting goals and strategies, allocating resources according to priorities.
- b. Problem solving identifies work-related problems.
- c. Explaining roles and goals includes dividing tasks, giving directions about work and communicating work.
- d. Giving information is sharing information that is relevam about decisions
- e. Monitoring is gathering information about work activities and external conditions that affect the work.
- f. Motivate and inspire
- g. Delegating subordinates to have responsibilities
- h. Develop and guide
- i. Giving support act friendly and attentive, patient and show sympathy and support.

- j. Manage conflicts
- k. Build a network of work
- l. Recognition by complimenting effective performance
- m. Rewarding. (Yukl,: 2005)

Visionary leadership is the ability of leaders in creating, formulating, communicating / socializing / transforming, and implementing ideal thoughts derived from him or as a result of social interaction between members of the organization and stakeholders that are believed to be the ideals of the organization in the future that must be achieved or realized through the commitment of all personnel. (Komariah: 2008)

Visionary leadership is a model / pattern of leadership that is intended to give meaning to the work and efforts carried out jointly by all components of the organization by giving direction based on a clearly made vision. (Hidayat: 2010) Visionary leadership is a leadership pattern that seeks to move people toward dreams along with the most positive and most appropriate emotional climate impacts used when change requires a new vision or when a clear direction is needed. (Goleman: 2002)

Visionary leadership is a leadership pattern intended to give meaning to the work and effort that needs to be done together by members of the organization by giving direction and meaning to the work and efforts carried out based on a clear vision. (Kartanegara: 2012) From the above opinion, it can be concluded that visionary leadership style is a pattern of leading by determining the common vision in accordance with the demands of change in society and then instructing people in the organization to work in accordance with the vision that has been set together so that the results of the work realized will be in accordance with the vision.

METHOD

The data collection method is a library study. The method to be used for this study is the study of literature. The data obtained are collected, analyzed, and concluded so as to get conclusions about the study of literature.

RESULTS AND DISCUSSION

Effective leadership is leadership that is able to grow, nurture and develop businesses and a cooperative climate in organizational life. Leadership can be said to be successful if the affected do what is desired by the influencing (leader). Although the leadership is successful but not necessarily effective because the leadership is said to be effective if the affected person performs it willingly and can accept its influence with pleasure, not forced. Effective leadership is being able to put people so that they don't work according to their own will.

The effectiveness of superior leadership depends on the degree of accuracy of the introduction of subordinates by the superior. If appropriate then his leadership will be effective. In effective leadership that trust is based on the judgment of some actions. They interpret what leaders say and do. The leader is competent with what he or she is doing, trustworthy, understands the cycle of a clear promise in his demands and offers, allows negotiations, which means determining the priorities of the organization and then managing its promises effectively.

Effective leaders are those who don't just work alone without involving anyone. Rather, it is able to utilize the various potentials that surround it. Effective leadership is not just a center of position or strength but an active interaction between effective components. (Adair: 2005) The effective nature of leadership according to Jaap Scheerens is general leadership skills, leaders as information providers, participatory decision making, leaders as coordinators, advisors and quality controllers of teachers. (Scheerens:2003)

Effective leadership requires managerial competence to support the achievement of such effectiveness, the principal as a leader in educational institutions must be really in mastering managerial competence in order to achieve effective leadership, the principal must be very adept in managing and developing human resources and can plan, manage, implement and create a very conducive learner organization environment, so that teaching and learning process as expected, thus will create an effective leadership.

In carrying out educational activities in an institution certainly has planning, organizing, implementation, and evaluation, this will continue to be repeated every year and routine activities in the institution, this will cause saturation in the process and will only be carried out, but it is very necessary to renew continuously, this can be realized by visionary leadership.

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By applying the competence owned by the principal, then the visionary leadership should be carried out, because if the competence is used well by constantly paying attention to the changing times and looking for opportunities to get success or progress of the institution in the future then it is not impossible to achieve.

CONCLUSION

Managerial competence is the ability of the principal in organizing and developing school resources to create an effective, efficient learning environment. Principals are required to have skills in developing the human resources available in their schools, so that they can actually be empowered and contribute to the achievement of educational goals in schools.

The effective leadership of the head of madrasah in this research is an effective way of leadership of the head of the madrasah in decision making, a leadership pattern that includes influencing, motivating, guiding, governing, forbidding, punishing, and working together and fostering his subordinates (especially teachers) to work in achieving the goals that have been set, supervision and success of leadership.

Visionary leadership is a pattern of leading by determining the common vision in accordance with the demands of change in society and then instructing people in the organization to work in accordance with the vision that has been set together so that the work realized will be in accordance with the vision.

In creating effective leadership, it is necessary for managerial competence to support this, the principal as a leader in educational institutions must be really in mastering managerial competence in order to achieve effective leadership, the principal must be very adept at managing and developing human resources and can plan, manage, implement and create a very conducive learning organization environment, so that the belajar process is carried out as teaching as expected, thus will create an effective leadership.

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