

Transformational Leadership, Behavioral Habituation to Build the Character of a Leader

Ranny Noviany, Santi Wardani, Aan Komariah

Administrasi Pendidikan
Universitas Pendidikan Indonesia
Bandung, Indonesia
ranny.maiza@gmail.com

Abstract—Currently, an organization will be seen as a reflection of its leaders, including organizations in the field of education. A successful organization can mean that a leader is successful in it. A successful leader is judged not only by his position or power but by focusing on his character, behavior, and actions so that he is seen as an effective leader. This study aims to 1) know the pattern of behavior habituation so as to shape the character of a leader 2) form a conceptual frame of mind how behavior habituation can shape the character of an effective leader. This framework of thinking focuses more on the habitual pattern of thinking of a leader in an organization or educational institution. This study used a descriptive qualitative approach. Data collection techniques used are observation, interviews, and document study. The results of the study are then compiled into a mindset which is a habitual habituation instilled in the educational environment so as to shape the character of an effective leader. This mindset includes self-habituation, habituation in the environment, and habituation of synergy to form the character of a transformational leader as a vision builder, motivator, stimulator, and inspiration for his subordinates.

Keywords—*transformational leadership; effective leader; character building*

I. INTRODUCTION

There is a lot of problem when someone becomes a leader. The problem that appears includes the lack of ability in leadership. The other problem is how to be an effective leader. Ability in leadership not only from nature but can be built from experience. Experience can be obtained by analyzed and paying attention to leadership behavior. Theories about leadership behavior basically refer to two forms which are oriented to the job (task-oriented) and relationship oriented. In education field we can find leadership behavior from teacher, principal, or foundation's president for private school. Good behavior and be role models can be used as a basis for shaping the leadership behavior for the subordinate or students.

Habit is an effective way of adding positive values to people. In line with this, habituation of individuals can shape a person's personality that leads to the individual's behavior. The personality foundation of an individual is the psychological state of the individual and the *self-value* that is owned. Personal characteristics more reflect the physical innate of an individual

who looks like humorous, sociable and open. This personality foundation will be crucial for an effective leader.

This is because basically effective leaders are leadership who can improve the performance of the organization. Neihoff [1] says that leadership is a key to improving productivity and organizational innovation. A leader is able to direct his subordinates to achieve the goals set is strongly influenced by the factors of ability, psychological state, and personal character. These factors are not static and permanent, but are dynamic and can be developed. The process of social learning and the development of life is a determination of the development of these factors.

Effective leadership is basically not just an exchange between leaders and subordinates. This means that subordinates will get rewards for achieving the goals of the organization (contingent reward) or open just to actively supervise the achievement of goals, intervene, criticize and advise subordinates if something goes wrong. When situations and environmental conditions are always changing then demanded their leader are always flexible that is adaptive and proactive. If it is related to the leadership concept that Bass [2] promotes, it will lead to transformational leadership.

The transformational leadership concept was initially introduced by leadership expert McGregor Burns [3]. According to Burns, transformational leadership can be seen when "leaders and followers make each other to advance to a higher level of moral and motivation." This concept extended by Bass [2], according to Bass, transformational leadership can be defined based on the impact that it has on followers. Bass [4] suggested that transformational leaders always garner trust, respect, and admiration from their followers and He explains there were four different components of transformational leadership, included: charisma or Idealized influence that involved the followers respect and trust for the visionary leader; Inspirational motivation which involved using symbols or emotional appeals to gain support for the vision; Intellectual stimulation which dealt with encouraging followers to think about old problems in new ways; and individualized consideration which reflected the personal concern expressed by the leader for the follower [5,6]. Komariah [7] indict in her study that transformational leadership has a positive and significant effect on productive school. That's why transformational leader also called as an effective leader. There

is no fastest way to make a people become an effective leader, but we can learn step by step from role models and their behavior.

This study aims to see how behavioral habituation of a leader who is considered to have effective leadership abilities and able to make transformation among his subordinate in education field. By observing and analyzing the habituation from an effective leader, we can make a framework of habituation that can shape people became an effective leader.

II. METHODOLOGY

This study used a descriptive qualitative approach. Data collection techniques used are observation, interviews, and document study. The subject of this study is a leader who has led the organization in the field of education for more than twenty years and has proven to be able to develop his business in the world of education and can inspire his employees. As a comparison, observations were also made on school principals and school supervisors who had taken part in education field.

Interviews and observations were conducted to determine the daily habituation patterns of the transformational leader. Such habituation includes self-habituation, habituation in the environment, and habituation of synergy to form the character of a transformational leader as a vision builder, motivator, stimulator, and inspiration for his subordinates.

III. RESULT AND DISCUSSION

The character is formed from behavior, so the character of the values of universal human behavior that covers all human activities, both in order to relate with God, with himself, with others, as well as with the environment, which manifests itself in the mind, attitudes, feelings, words, and actions based on religious norms, laws, manners, culture, and customs.

The results of interviews and observations show that the leaders have a good character, and it identical of the values of universal human behavior relate with God, with himself, with others, as well as with the environment. This is manifested in their daily attitudes, which they always do repeatedly and become a habit that eventually forms their character.

A. *Self-habituation*

- Strong belief. They always believe in their God, therefor they always have trust
- Proactive. A leader shows proactive habits, they always doing the good things without waiting order from the other.
- Visioner. They always set their goals and have a clear purpose in mind.
- Prioritize. A leader always put the important things first.
- Strong minded. They always have a will to work, to try, to learn, and to change for a better.

B. *Habituation with others*

- Empathy. A leader has a good empathy and get along with the others
- Active listener. A leader shows a good communication skill, not only active in action they also an active listener.
- Fair decision maker. A leader can make a good collaboration and always thought the best decision for mutual-benefit to everyone.

C. *Habituation with environment*

- Synergize. A leader always shows their interest and engage to their environment and solves a problem in it.

These habits shape their character so that they become a good leader. To be an effective leader the leaders shows a strong will and charisma to influenced people. This is appropriate with transformational leadership which consisted of four factors, which are charisma or idealized influence, individualized consideration, Intellectual stimulation, and inspirational motivation [8].

These habitual patterns become their character and can motivate their subordinate to do the same way. Therefor they can build a leadership character from teachers and students. But of course this must be done in a sustainable time and with an appropriate program.

IV. CONCLUSION

Character is an inner nature that influences all thoughts and behavior possessed by humans or other living things. Character can be built but it takes a long time and should be done continuously. If we doing something continuously and in a long term, that will become a habits. This habits will become a character. Leadership characteristic can be built by behavioral habitual in daily life. This study shows an example of habits from an effective leader. But, this always depend on the situation.

REFERENCES

- [1] H., Riyadiningsih, and R. Pujiastuti, "Analisis Tipe Kepemimpinan Dalam Memprediksi Kinerja Organisasi (Studi pada Industri Manufaktur di Kabupaten Banyumas)," unpublished, 2004.
- [2] B.M. Bass, Bass and Stogdill's handbook o f leadership: Theory, research, and managerial applications, 3rd edition, New York: The Free Press, 1990.
- [3] J.M. Burns, Transforming Leadership: A New Pursuit of Happiness. Atlantic, New York, 1978.
- [4] B.M. Bass, "Leading in the army after next," Military Review, vol. 78(2), pp. 46, 1998.
- [5] B.M. Bass, Leadership and performance beyond expectations. New York: The Free Press, 1985.
- [6] B.M. Bass, and B.J. Avolio, "Transformational leadership and organizational culture," The International Journal of Public Administration, vol. 17(3-4), pp. 541-554, 1994.

- [7] A. Komariah, "Transformational Leadership for School Productivity in Vocational Education," 1st UPI International Conference on Sociology Education (UPI ICSE 2015), 2016.
- [8] J. Stewart, "Instructional and transformational leadership: Burns, Bass and Leithwood," *Canadian Journal of Educational Administration and Policy*, vol. 54, pp. 1–29, 2006.