



## Leadership Management

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# School management transformation against charismatic leadership style approach

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### ABSTRACT

The world of education is always changing, in line with the times and the demands of the country's needs. Therefore, the education system needs someone thought leaders in achieving the dream and vision. In educational institutions, the role of the principal is very important in any leadership style can influence and improve the level of change and reform in schools. Effective leaders are leaders who have specific characteristics such as intelligence, honesty and integrity, leadership motivation, self-confidence and creativity. A principal who play an active role as a leader should use the latest approaches to advance the institution he led. One approach that can be used is the charismatic leadership or charismatic leader. Library-based research paper, data was collected using textbooks, journal articles and internet search. In addition, the information valid and reliable used to fulfill the purpose of this paper. This paper was written to study the transformation of the School Management Approach against Charismatic Leadership Styles. It will also touch on the findings obtained from several researchers on topics related to this paper. Charismatic leadership approaches should be emphasized in school management

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### Introduction

The world of education is not static but constantly changing although in a slower rate but in line with the changing of current global world. The era of information technology promises many drastic changes in the education and thereby challenges educators, students and society as a whole. Therefore, to cope with the changing world of education, the educational institutions are in need of effective leadership. Leadership is one of the factors considered in determining the success of an institution. Leadership usually involves two parties, namely those who lead or referred to as the leader and the led. Leadership generally occurs when a person is driving, persuade and influence others to work towards the achievement of a specific objective (Carter, 2007). Cleland (2004) states that leadership is a natural characteristic in which an individual is capable of leading a group of people to ensure that every employee is motivated. In today's post-modern era, the challenges inherent in the organization's leaders, oriented leadership style nowadays. Charismatic leaders are required to do a "transformation" or the changes in the organizational structure that has been through the Depression and the transformation in the mindset of individuals and workers in the organization.

### Research Objective

The study aims to:

1. Identify the latest changes made by management.
2. Identify the characteristics of charismatic leadership in management.
3. Identify charismatic leadership approaches in the management of school

### Charismatic Leadership

What is Charisma and how one can attain it? Charisma is actually a concept that is somewhat isolated: it is easy to recognize but difficult to decipher. According to Bass (1984),

Charisma binding and confining strong emotional shifts followers, beyond the level of ordinary self, love, admiration and trust. Charismatic leadership is an idol, a liberator and savior of disaster Based on this statement, Charisma notes more on the leaders. Longman Dictionary of Contemporary English was given the definition of charisma as a personal or strong attraction that allows a person to influence others or make them admire. [The strong personal charm or power to ATTRACT that's makes a person Able to have great Influence Their win over people or Admiration ]

Hunsaker P.L. (1986) defines the Charismatic Leadership is a leader's behaviour shows the essence of what an organization or social group are striving to achieve. The leader of this effort to assimilate the values of the organization and interpret, preserve and change the values. According to Potts & P. M. Behr (1987), Charismatic leaders are characteristically dominant, self-confident and have a strong belief on moral righteousness of their beliefs. They strive to create fun and success, communicating the vision and motivate followers.

Charisma's concept had long been introduced in the study of leadership by a German Sociologist, Max Weber (1924/1947), in the early decades of the 20th century. This concept has spread rapidly in the Sociology studies society, political movements and interpretation of psychoanalysis history. Although originally most of the attention was given to the Charismatic leaders in the religious and political leadership also then have spread to the military and other organizations, including business and education. Weber saw these Charismatic leaders as individuals who have a very high self- nature and endowed with personal qualities that will be an example to others. They are capable of projecting self-confidence, dominance of nature, have vision - direction and the ability to link the goals of psychological ideas to his followers. They also have a remarkable influence over his

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followers until they are able; enslave themselves to meet the goals and aspirations of morality.

Charismatic leadership is frequently appears in a crisis as rescuers individuals (Bass, 1974). If they succeed, this Charismatic Leadership will transform ( Stark , 1969 , calling it innovation ) radical but sometimes it brings negative consequences or harm ( Davies , 1954) Konger & Kanungo (1998 ) have listed the Charismatic leader behavior as : - radical . - Unconventional, willingness to take risks, be entrepreneurial, be an example to others.

According to them, there are two major elements that produce charismatic relationship between leaders and followers. The first element is expressed as abilities, interests and traits, personal traits that are usually available on Charismatic Leaders. The second element is a strong desire on his followers to recognize their leader. Charismatic leaders also have a high reference power. Often, though not always, they provide the right solution but radical in the face of crisis. The solution is trusted and believed by his followers as a result of their loyalty to the leader.

In the early stages of charismatic leadership theory is based on a person's charisma. This theory once accepted, seen as reasonable when it appears many of the leaders of the world have zero personal and special abilities that can attract many followers. Charismatic leadership has a positive relationship with the higher performance of the charisma of a leader, the higher the performance of subordinates. This will produce the effects that benefit both the leaders, subordinates, and the entire organization. Charisma is a very high credibility because some elements that match the knowledge and expertise, transparency and image. Leadership style is highly influenced by the reactions of the followers of the personal characteristics of a leader, such as a respected leader, observed, loyal and admired by his followers.

#### **School of Management**

Management comprises directing and controlling a group consisting of one or more persons or entities for the purpose of coordinate and harmonize the group to achieve a goal. It often includes the use of human resources, finance, and technology, as well as natural resources. Management can also refer to a person or group of people who perform management functions. Management deals with power according to rank, while leadership involves power by influence.

Management is handled through the various functions that are often classified as follows:

- 1 . Planning : Deciding what needs to happen in the future (today, next week , next month , next year during the next five years , etc. ) , and create plans to implement.
- 2 . Setting: Using the resources required to enable optimal plans implemented successfully.
- 3 . Leading / Motivating: Highlighting skills in the areas of leadership and motivation to get other people to play an effective role in the achievement of these plans.

Mary Parker Follett (1868 - 1933), who wrote about this topic in the early 20th century defines "management" as "the art of achieving something through the information." [2] One can also think of management based on its function, namely as:

- Action for measuring a quantity on a regular periods and based on the results, modify part of the original plan; or
- Actions to achieve a goal of planned.

Henri Fayol, a French subsidiary , assume that management consists of five functions :

- 1 . Plans
- 2 . Organize
- 3 . Leads
- 4 . Coordinate
- 5 . Control

Schools are social institutions that play an important role in changing the lives of others. School is the transformer of mind and is the mark of a country's culture and development. This is where we are heading in the vision. Here too the place where we build our nation. Therefore, it is not surprising that the issue will be discussed by the community education, whatever the nature and degree of the community. The country will not progress without an effective education system.

The principal is the most important and influential in the school because they are responsible for all activities that occur in the school. Leadership affect school climate, learning environment, the level of professionalism and job satisfaction among teachers. Control of daily life of the school rests on the shoulders of principals (Noran Fauziah Yaakub dan Ahmad Mahdzan Ayob, 1992). Leadership style of principals have a positive association with school climate and school climate have a significant relationship with job satisfaction of teachers ( Rafie Abdul Rahman and Wan Kee , 1987). Behavior of principals who are concerned about the interests of staff are found to have a positive association with school climate (Noran Fauziah Yaakub dan Ahmad Mahdzan Ayob, 1992)

#### **Instrumen dan Analisis Data**

Data were obtained from secondary sources. For this article, the relevant data has been collected from the search results as <http://www.google.com>, [www.geocities.ws/padeat68/](http://www.geocities.ws/padeat68/), [mykamus.com](http://mykamus.com) dan <http://www.yahoo.com>, <http://hafizilyas.blogspot.com/2009/07/kepimpinan.html>, [eprints.utm.my/14361/JT37E\(5\).pdf](http://eprints.utm.my/14361/JT37E(5).pdf).

Meanwhile, jurna-journals accessible through the library's website at Universiti Teknologi Malaysia [www.utm.my](http://www.utm.my) / SPZ. Content-related information from books, journal articles, conference proceedings, discussion papers, reports and policy documents have been read and analyzed to form part of this article.

#### **Conclusions**

Overall, charismatic leadership is desirable to use as the latest approach in the management of the school as a more globalized educational change towards excellence in all fields, particularly in the management of the school and the success of the school itself. The findings of this study Muz M. Al - Zamil ibn Yasin and Nazri Bin Mahmood ( Faculty of Education , UTM ) that the principal of SMK Taman Universiti 2 adopts the characteristics of charismatic leadership in practice to lead the school.

Teachers are comfortable with the pattern of behavior that is practiced principals who always believed in us and drive them to achieve the aspirations of the school. They can discharge their duties with full commitment and motivation. Principal's attitude that always make sure the teachers are always with the ability to perform the tasks and spirit 'presence' in the organization as a morale booster for teachers to continue to work for organizational excellence. According to Ab . Aziz (2000), among the factors that determine job satisfaction are fairness in reward and support of leaders working environment. The role played by the principal to increase work satisfaction which they will feel that they will not be burdened with the responsibility

given by the Principal and always get the chance to show a good performance from time to time. Principal of the practice of charismatic leadership is also willing to satisfy employees in order to increase the productivity of the organization through a variety of strategies. They are also hardworking, tolerant and fair in doing an achievement such as planning and budgeting. Teachers were happy to be able to achieve their goals given (SKT), and find it fun to perform duties with fellow though full of challenges as well as appreciation for the efforts that have been made.

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