



The Essence Of The Effective Leadership Model In Educational Institutions

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Abstract: This study elaborates on the essence of the effective leadership model in educational institutions. This research method uses a literature study method by observing various documents from books and journals. The literature study in this study focuses on researching literature related to effective leadership. Data collection is carried out by collecting literature data, reading, recording, and managing research results objectively, systematically, analytically, and critically by looking at the year of publication and the most up-to-date research. The result of this study is that effective leadership focuses on leaders of educational institutions always being target-oriented by building a humanist system and a sound control system. In addition, this leadership is also closely related to how a leader can develop his character so that he or she becomes authentic because effective and authentic leadership has a strong correlation. Compelling and authentic leadership are two elements that cannot be separated, so it is necessary to pay attention to the leaders of educational institutions when using this leadership model.

Keywords: Effective leadership, authentic leadership, educational institutions

INTRODUCTION

Leadership is an essential element in an organization, including in educational institutions. The role of leaders in educational institutions can drive for the better. Leaders in educational institutions who can make decisions and be humanists are things that should be developed. Leadership is the most essential element for the success of an educational institution. Educational institutions are one of the smallest and most responsible elements of micro-education in the educational process. (Falah et al., 2023)

School principals need to understand the scope they must master, which is related to the management of educators and students, curriculum management, financial management, facilities and infrastructure management, and everything related to managerial duties and

supervision of school principals (Irwan Maulana, 2022) The principal's task is to delegate to his subordinates through the rules agreed upon by the educational institution so that educational goals can be achieved.

Leaders, in this case, must be effective in carrying out their duties. Effective means on target means that leaders must use their leadership approach through art and knowledge in managing their schools. One example that can be done is by taking advantage of the digitalization process that is developing rapidly now. At least the principal is helped in two things: (1) learning and (2) Administration. (Chen et al., 2020) School principals can give teachers flexibility to use technology wisely so that the learning process is not rigid and can be done anywhere. School principals can also utilize technology to carry out their administrative processes so that existing data can be accessed easily and more environmentally friendly.

This effective leadership is very suitable to be applied, especially in an era of rapid change due to technological disruption. (Elmanisar et al., 2024) This disruption is characterized by rapid changes, one of which is caused by technological developments. Effective leadership helps school principals focus on the goals and initial plans and utilize this disruption for the good of educational institutions. One way effective leaders need to do this is to manage conflict, focusing on the goals and targets set.

Conflicts, whether caused by internal organizations or external factors, must be managed properly. If conflicts are not managed properly, they will cause various problems to the educational institution's detriment. In addition, the principal must concentrate on completing the program so that the goals that have been set can be achieved optimally.

LITERATURE REVIEW

Leadership Concept

The current leadership concept does not have a standard. In this case, experts differ in defining leadership. Alvesson (Harrison, C., 2018:3) argues that a definition of leadership that is universally accepted by everyone is impossible because it will still leave new ideas and creative ways of thinking that continue to develop. Nevertheless, the concept of leadership is still essential to know. Harrison (2018) explained that leadership is a process carried out by a person who aims to influence and move subordinates to achieve the goals set. Then Robbins, S. P. & Coulter, M. A. (2017) explained that "*leadership is a process of leading a group and influencing that group to achieve its goals.*" From this explanation,

Robbins emphasizes that the essence of leadership is a process carried out by a person to influence subordinates.

Then Elmanisar et al., (2024) Explain that a leader is a person who influences to influence his subordinates. Hikmatul Magfiroh et al., (2023) They explained that a leader must be able to influence his subordinates to carry out their duties and achieve the goals set through the applicable mechanism.

From the explanation above, it can be concluded that the essence of leadership is about influence. A leader must be able to view leadership as a knowledge and an art. This means that as a knowledge, a leader must be able to instill a sense of continuous learning so that he can solve various kinds of existing problems; secondly, seen as an art, namely a leader must be able to understand the characteristics of subordinates, recognize situations and conditions in order to be able to determine the most appropriate approach to answer problems.

The Concept Of An Effective Leadership Model In Educational Institutions

Effective leadership is the ability to inspire, motivate, and guide a group towards a common goal or purpose. A leader must be able to encourage his subordinates to do what he wants to achieve a common goal. (Rosita & Iskandar, 2022). Effective leadership needs to be done to improve public performance and trust in schools. (Hiwa et al., 2021). This thinking is in line with the research that says that transformational leadership must be accompanied by moral leadership in order to control the characteristics of transformational leadership. (Owens, 2015).

Regarding the concept of effective leadership in educational institutions, Yukl, (2012) He emphasized that several things must be considered, namely: (1) *task-oriented behaviors*, (2) *relations-oriented behaviors*, (3) *change-oriented behaviors*, and (4) *Leadership Behaviors*, namely having the ability to build networks, monitor externally, and be able to delegate. Yukl's thoughts can be illustrated in the diagram below:

Table 1
Hierarchical Taxonomy of Leadership Behaviors

Task-oriented	Clarifying
	Planning
	Monitoring operations
	Problem solving
Relations-oriented	Supporting
	Developing
	Recognizing
	Empowering
Change-oriented	Advocating change
	Envisioning change
	Encouraging innovation
	Facilitating collective learning
External	Networking
	External monitoring
	Representing

Task-oriented ineffective leadership in educational institutions functions to clarify, plan, monitor operations, and solve problems. In addition, being relationship-oriented is helpful in building support, developing systems, recognizing work results, and strengthening organizations. Then, the orientation to change focuses on protecting change, visualizing change, daring with change, and facilitating learning collectively. Then, in this leadership, we must also pay attention to the external hierarchy related to building relationships and external monitoring.

Complementing existing research, Jones and Kennedy (2022) elaborate on how effective school leadership is linked to the main tasks in school leadership. In relation to administrative and managerial tasks, influential leaders must be able to carry out: (1) Institutionalize, manage, and monitor administrative operations and systems that promote the school's mission and vision; (2) Strategically manage staff resources, assign and schedule teachers and staff to roles and responsibilities that optimize their professional capacities to meet the learning needs of each student; (3) Finding, procuring, and managing financial, physical, and other resources to support the curriculum, instruction, and assessment; student learning community; professional and community capacity; and family and community involvement; (4) To be a responsible, ethical, and accountable administrator of the school's monetary and non-monetary resources, engaging in effective budgeting and accounting practices; (5) Protect the work and learning of teachers and other staff members from interference; (6) Using technology to improve the quality and efficiency of operations and management; (7) Develop and maintain data and communication systems to provide

actionable information for classroom and school improvement; (8) Knowing, complying with, and helping the school community understand local, state, and federal laws, rights, policies, and regulations to improve student success; (9) Develop and manage relationships with feeder schools and liaison schools for enrollment management and curriculum and instructional articulation; (10) Developing and managing productive relationships with the head office and school board; (11) Develop and manage systems for fair and equitable conflict management among students, faculty and staff, leaders, families, and communities; (12) Managing internal and external governance and political processes to achieve the school's mission and vision (Jones & Kennedy, 2022)

Authentic Leadership As One Of Effective Leadership

Leadership can never be separated from the character of a leader. (Irwan Maulana, 2023). This is because character affects the authenticity of the leader's character. Authentic leadership in educational institutions can arise from two things: first, because of an ethical crisis, and second, because humans are far from the true meaning of leadership. (Yukl, 2012). A true leader must have an authentic character when carrying out his duties. Leaders who do not lose their identity are more likely to be appreciated by their subordinates than leaders who pretend. (Amirudin Siahian, 2018).

Transformational leadership emphasizes more on charisma. (Rosmini et al., 2024) While authentic leadership emphasizes their innermost selves, they can place themselves and hold on to the values they embrace without being carried away by the current. Another difference between transformational and authentic leadership is how they manage change. Transformational leadership emphasizes creating change more, but authentic leadership can incorporate these elements of change into the organization. (Cendekia Jaya & Guntoro, 2020).

In this regard, a school leader must be able to provide examples, moral values, and elements of change in the educational institution. This will encourage existing changes and increase the effectiveness and productivity of the educational institution through an effective and authentic leadership model. (2017) explained that four characteristics must be attached to an adaptive leader, namely: (1) self-awareness, (2) unbiased processing, (3) authentic behavior/acting, and (4) relational authenticity. Self-awareness provides self-awareness and moral encouragement to leaders and subordinates so they can be good role models. The unbiased process emphasizes the importance of professionalism, which leaders must carry

out so that the educational process runs effectively. Next is to behave as oneself, have an authentic perspective, and not be easily influenced.

METHODS

This study uses a literature study. Literary research or literature study is a systematic effort to access, collect, and analyze various materials available in libraries, including book references, previous research, journal articles, and journals to support and answer research problems. (Prastiwi & Widodo, 2023) The literature study in this study focuses on researching literature related to effective leadership models in educational institutions. This activity method involves collecting library data, reading, recording, and managing research results objectively, systematically, analytically, and critically regarding effective leadership. (Putri et al., 2020). The literature study in this study is carried out in the same way as other research approaches, only that the data is taken from literature sources, read, analyzed, and recorded. The purpose of this method is to answer.

Data analysis techniques use *content analysis*. Content analysis is used to research the most relevant and relevant literature. Then, a study was carried out by looking at the year of publication, from the most up-to-date to not up-to-date but having substance related to this research. Then, the researcher reads the abstract, which will then be researched and recorded in detail by the researcher.

DISCUSSION

Effective leadership is right on target. This means how this leadership is able to influence its subordinates to take a desired action to achieve a common goal. Basically, leadership talks about influence. In this case, a school principal must also understand leadership not only from the point of view of science but also from the point of view of art so that the leadership carried out can be carried out properly.

In educational institutions, this leadership model serves to build inspiration and motivation and guide a group of people toward a common goal or purpose. The principal is helped to encourage his subordinates to do a task for their organization (Rosita & Iskandar, 2022). The results of this effective leadership model, if carried out in educational institutions, will improve school performance and public trust. (Hiwa et al., 2021). This thinking is in line with the research that says that transformational leadership must be accompanied by moral leadership in order to control the characteristics of transformational leadership. (Owens, 2015).

Effective leadership must divide tasks based on the positions held by each organization by building a sound supervision system. In addition, effective leadership must also be able to build change behavior in its subordinates internally and externally. This will make it easier for educational institution leaders to make future changes based on productivity and effectiveness oriented to the goals that have been made.

In addition, leader authentication is needed to support the success of leaders in educational institutions. The character of a leader will bring out the way he leads. The more the leader becomes himself, the more his subordinates will respect him. However, leaders must realize that the intention of being oneself must be based on noble values and provide examples that need to be given to subordinates for leaders of educational institutions.

As mentioned by Robbins, S. P & Coulter, M. A., (2017) This explains that four characteristics must be attached to an adaptive leader, namely: (1) self-awareness, (2) unbiased processing, (3) authentic behavior/acting, and (4) relational authenticity—awareness of his responsibilities and duties as a leader. Leaders must focus on mastering the required competencies and instill curiosity so that their organization can run well. In addition, compelling and authentic leaders should not create a bias in a process in educational institutions, such as the existence of a double job in a person or an unclear hierarchy. This, if left unchecked, will have an impact on the effectiveness of the educational institution. In addition, a leader must also be envious and committed to the rules that have been taught and have a different way of thinking from others.

CONCLUSION

Effective leadership has a vital role in carrying out the functions of educational institutions. This is because effective leadership is based on two things: the first is focusing on goals, and the second is the applicable norms. All leaders of educational institutions must possess adequate leadership because this concept is based on the achievement of goals that educational institutions have agreed upon. In addition, effective leadership also needs to build a sound system and good relationships between leaders and groups to raise awareness of the importance of achieving common goals by building a sound monitoring system. In addition, the success of this leadership model is also based on the authenticity of a leader, which is initially reflected in the leader's character.

The character of a leader will affect a leader in carrying out his organizational functions. A leader in this context must understand leadership in two ways, first, leadership as knowledge and second as art. Leadership seen as knowledge will provide a framework for thinking and encourage curiosity for leaders about the changes that must be faced. Furthermore, leadership as an art will determine how leaders determine the most appropriate approach in the organization.

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