EFFECTIVE LEADERSHIP IN BUILDING THE STUDENTS’ CHARACTER

Rokhmaniyah
Universitas Sebelas Maret Surakarta
rokhmaniyah@yahoo.com

Abstract
Leadership is an attempt to organize, give instructions, and control members of the group to work in achieving organization’s goals. Effective means successful in achieving an objective. Effective leadership is a leadership that is able to achieve the goals of the organization by empowering the roles of its members. In the educational unit, leadership is performed by a school principal. Keys to the success of the educational unit become the responsibility of the principal. Measures of success in an educational unit lie not only in academic and non-academic accomplishment, but also in the success of the students in terms of character establishment, indeed, becomes a dream of Indonesian society. Character is higher than intellect. In addition to effective leadership of the principal, the establishment of character for students can also be done through habituation program in the school.

Keywords: leadership, effective, character

INTRODUCTION
All parents always expect their children to have good character. Both are referred to in this article is to have a personality that does not conflict with religious norms and norms in society. In the womb, a mother has prayed for her children when they grow up into a pious child, useful for religion, state, and nation. To be useful in life, children need guidance and example from parents. Parents who are referred to in this article are not only the father and mother who gave birth, but those who have an older age. More important role in shaping the behavior/personality of the child is the teacher. Teachers are parents of children at school. Dorothy said that if children live with jealousy, they learn of envy, if children live with praise, they learn to appreciate; and if children live with honesty, they learn to be open minded and truth.

Therefore, the role of parents is very important in character building. At school, a school principal and teachers must demonstrate good attitude or behavior to be emulated by the students so that the error did not happened in behavior (attitude error). Errors in attitude or behavior eventually resulted in a misunderstanding quarrel.

The attitude of a school principal and teachers are sometimes less is realized. In fact, based on the writer's observation either directly or indirectly (from newspapers and television news) student bad behaviors are still occurs. Starting from coming late to school, play truant, lazy to do the work of teachers, cheating, stealing money belonging to their friend, mock your friends (bully), breaking teacher vehicles, up to kill his friend. Negative behaviors mentioned above is the effect of the behavior of parents including teachers who do not provide good examples and less attention to their students.

Leadership is an effort of directing and controlling members of the group in work to achieve organizational goals. Effective means to achieve their objectives. Effective leadership is a leadership who is capable to achieve the organizational goals. Measuring success is not only on the academic and non-academic education achievement. However, the end of this term, the success in character building of students becomes a dream of the people of Indonesia. This is because of the declining of the national identity character of the next generation of national struggle which is being worst.

Based on interviews with several principals and teachers, decreasing character of students is caused by the behavior of the principal's leadership which is not yet effective. To that end, school leadership must be effective so it give impact on the development of student character (character building).
Effective leadership will motivate the performance of teachers and staff. More meaningful, effective leadership is very influential on the formation of the personality of students. According to Larry and Daniel (1992) personality is abstract and complex concepts that combine various aspects that mark the characteristics of a person. Effective leadership is leadership that is able to realize an effective school. One of the characteristics of effective schools is a strong school leadership (Depdiknas, 2002). To that end, it is important for effective leadership as efforts to establish the character of students.

Based on the background of the problems above, it can be formulated the problems, they are: (1) Is effective leadership can build students' character? (2) How does effective leadership build the character of the students?

**Effective Leadership**

**The Meaning of Leadership**

Gary Yukl states that leadership has been defined in terms of traits, behaviors, interaction patterns, role relationships, and occupation of an administrative position. It means that leadership confirmed in terms of the properties, behavior, interaction patterns, the role of the relationship, and the work of an administrative position, Peter G. Northouse define that leadership is a process where by an individual influences a group of individuals to achieve a common goal. In other words, leadership is the process by means of an individual (leader) affects a group of individuals to achieve a common goal.

Eric Yaverbaum & Erik Sherman stated that leadership is a leader behaviors manifested in actions leading an organization. Further, it also confirmed by that leadership is action to get the cooperation of the people to achieve something. Tony Bush (2008) also define that leadership is the act of influencing others to achieve the expected goals. From the definition above, it can be conclude that the leadership is the efforts in influencing others in achieving goals.

In Permendiknas No 13, 2007 mentioned that the principal is a teacher who gives an additional task as the principal. In carrying out its duties as principal, each having art in the lead. Art lead embodied in the nature and style of which are included in the personality of the school principal. Leadership theory consists of four approaches: (1) the traits theory; (2) human relations; (3) behavior; and (4) contingency and situational.

Definition of nature according to Gary Yulk (2010: 175) shows the number of individual attributes. George Manning & Kent Curtis stated that trait theory focuses on the quality of the leader, while the behavioral theory focuses on the act of leadership. Furthermore, George Manning & Kent Curtis (2003:16) stated that the traits theory of leadership makes the assumptions that will distinctive physical and psychological characteristics for leadership effectiveness. Wayne K. Hoy & Cecil G. Miskel (2003:378) said that frequently studied traits included physical characteristics (hight, weight), a host of personality factors, needs, values, energy and activity levels, task and interpersonal competence, intelligence, and charisma.

Maksun (html: //www//google.co.id/) said that a leader must be credible, capable, acceptable, and accountable. Wayne K. Hoy & Cecil G. Miskel (2003: 380) gives three characteristics of effective leaders, namely: (1) personality, (2) motivation, and (3) skills. Personality consists of: confidence, tolerance to stress, emotional maturity, and integrity. Motivation consists of: tasks and interpersonal needs, success orientation, power requirements, and expectations. Skills include: technical, interpersonal and conceptual.

Fred. C. Lunenburg & Allan C.Orstein (2002:118) said, ”these studies show that certain leadership traits are related with enhanced unit performance. Traits and skills associated with successful leaders”.

Leaders behavior by Ralph M. Stogdill (1974: 1-15) are: (1) social of the group process, (2) acceptance of one's personality, (3) the art of influencing behavior, (4) a tool to influence
behavior, (5) a behavioral measures, (6) form of solicitation (persuasion), (7) the shape of a strong relationship, (8) means to an end, (9) as a result of interaction, (10) the role that the differential, and (11) structuring. Furthermore, the behavior of the leader according to Philip Sadler (1997: 67-70) is the behavior of the indicator (1) has the consistency and predictable; (2) solid; (3) communicate, convey meaning, but also a good listener and learner; (4) innovation; (5) solve the problem; (6) is able to follow through execution; (7) were able to hang out in groups and are familiar with the situation; (8) smoothly in the task; (9), indicating confidence; (10) delegate and empower; and (11) be representative of the group and the protective group.

The behavior of a leader must be motivational; it means they have to motivate the subordinates so that the subordinates are satisfied. Motivational leader behavior affects the effective achievement; provide training (coaching), guidance, support, and reward. Furthermore, Ketering Medical Center (http: //www.dd world.com/pdf/ddi- changing leaderbehavior-rr.pdf) said that the behavior of effective leaders developed within the training group is not in the control group. In line with the opinion of Gary Yukl, Collegiate Project Services (http: // www. Collegiateproject.com/articles/Leader Behavior Checklist.pdf) also formulate an indicator of leader behaviors, include: (1) communicate the direction and goals; (2) communicate and behave in accordance with moral values; (3) shows the spirit of work to people; (4) instill confidence in the people that they have the ability; (5) consistent with the solicitation; (6) plans and directs the change; (6) realize the potential and power; (7) a creative and flexible to changes in the culture; and (8) develop leaders within the organization.

Of the various opinions about the behavior of a leader, it can be concluded that the behavior refers to the act or style. This behavior is a style that is realized in the process of influencing the activity of other people to be able to act as expected. Furthermore, many experts explain the leadership style, they consists of classic style authoritarian and democratic leadership (www / organisasi.org / types and kinds-style). Authoritarian leadership style led to impose the will to lead. Democratic leadership style is a style led to give flexibility to members to give an opinion. In www. Arismaduta.org/ index.php mention that in the leadership style, there are two mains elements; they are directive behavior and supporting behavior. Then, it can be classified into four leadership style, such as: directing, coaching, supporting, and delegating. All styles have their own strength and weakness.

**The Meaning of Effective**

Effective or effectiveness is the way of doing things (work) is right (do the right things), whereas the definition (efficiency) is to how to do the job properly (do things right) (Verma, 1996). Effective can be reviewed from the point of quantitative and qualitative. Understanding is effectively a quantitative comparison between the realizations of the targets. The higher realization achieved, the higher the value of effective. Effective according to a qualitative understanding is that the level of achievement of the goals of the organization or the organization achieved a level of satisfaction. The more satisfied a person or organization, the more effective a person or organization.

Furthermore, related to the properties of an effective leader, Gary Yulk (2010: 184) states there are seven traits of effective leaders, namely: (1) energy is strong and tolerance to stress, (2) confidently, (3) internal locus of control, (4) emotional stability and maturity, (5) personal integrity, (6) motivation socializing force, (7) moderately achievement orientation, and (8) a little affiliated needs. Furthermore, James. L. Gibson, et.al. stated that the properties of effective leaders there are three, namely: (1) the ability, (2) personality, and (3) motivation. George Manning & Kent Curtis (2003: 16) provides six properties significant leaders in influencing effective leadership, namely: (1) need for achievement, (2) intelligence, (3) decision-making, (4) confidence, (5) initiative, and (6) the ability of supervision.
Based on some explanation about leadership, leadership, and effective it can be concluded that effective leadership is influencing the behavior of others with the empowering role of members and is based on mastery of abilities, personality, and motivation high so as to achieve the objectives of the organization

**Students’ Character Concept**

A person's character is reflected in his personality. Personality is composed nature, attitude, style, and behavior. The nature inherent in an individual. The attitude is a reaction that indicated a person in the face of action. The style is a model in attitude. Meanwhile, the behavior is a person's actions in dealing with the environment in which it is located. The four elements mentioned above is the personality of a character builder.

Characters can be as typical. Everyone has a characteristic that is inherent in a person. There is someone distinctively friendly, always smiling, grumpy, diligent, hard-working, critical, responsible, etc. Characteristics that exist in a person as a differentiator with others. Character is the character that is formed from the values, morals, and norms that underlie perspective, think, behave and act the way a person so distinguished himself with others (Rokhmaniyah, 2011).

Thomas Lickona (2012) explains that the character is the correct behavior. There are two correct behavior in life, ie: correct behavior that is oriented to self and correct behavior in relation to others. Good behavior oriented with yourself, for example: fortitude, self-control, humility, not lazy, industrious, and so on. Meanwhile, the good behavior associated with others, for example: fairness, honesty, gratitude, love, etc.

Ralph Waldo Emerson (in Thomas Lickona) asserts, "Character is higher than intellect." The sentence is to remind all readers that if the intelligent is characterless, cleverness is not worth it. It is prefer the people who have good character but rather clever than the clever people but characterless.

In order for both the student's character education provided should be characterized. There are 20 ways to build student character according to Thomas Lickona (2012): 1). Reaffirms the family as educator main character; 2). Involve parents provide voluntary services to the school; 3). Provide a stimulus to motivate the participation of older persons; 4). Provide programs about parenting, and trying to improve attendance; 5). Directing program based parent / home instead of school; 6). Provide homework family; 7). Establish a peer support group of parents; 8). Involve parents in planning a character education program; 9). Establish a continuous forum for parents; 10). Establish a character education committee of parents; 11). Make a moral agreement with the parents; 12). Renewal of the agreement; 13). Extending the agreement to didiplin field; 14). Extending the deal to the field of sports and other curricular activities; 15). Extending kesepekatan to combat the effects of the media; 16). In response to the complaints of parents; 17). Rewarding excellence parental rights regarding sex education; 18). Improving the flow of positive communication between school and home; 19). Let the parents know the results of student work and submit a report on a regular basis; and 20). Provide family support center and the school community.

Convey mention that the character can only be built through the habit. It is similar with Lickona statement. It means that the educational charater will be very effective throuh the habitual action. It can be done by giving the examples by the principle or teacher at school and parents at home.

The principle influence the school society by giving the broader knowledge, skillfull, having high intelligent, good attitude, and having high motivation. It is appropriate with the statement “Guru kencing berdiri murid kencing berlari”.

The support from the principle will motivate the teacher and students in learning process. The open minded and honesty of principle in managing the school gave the influence to have the
responsible learning process. The source of the education are the religion, Undang-undang and the value in society. So that, the character building focus on the educational character sources. It should be guided by the teacher, parents, and the society.

From the discussion above, it can be strenghten that the character building starts from the effectiveness of the principle leadership through the habit, parents, and society involvement. So that, the responsible of building the character do not only in the principal and teachers, but also in the parents and society.

CONCLUSIONS

Leadership is a process of influencing others to achieve common goals. Thus, there is a process in leadership influence, there are people who are affected, cooperation, and there is a common goal to be achieved. The school principal is the school leaders. Leaders are the ones who make the goals, give motivations, and others actions. This behavior is a style that is realized in the process of influencing the activity of other people to be able to act as expected.

Effective is receiving set goals through the empowerment of the role of members. The more a person or organization to achieve the goals more effective person or organization. The more satisfied a person or organization, the more effective a person or organization. Effective leadership influence the others behavior by empowering members based on mastery of abilities, personality, and high motivation, so organizational goals achieved.

A person's character is reflected on his personality. Personality is composed nature, attitude, style, and behavior. Characters are elements that provide engraving on a person. Character is formed from the values, morals, and norms that underlie perspective, think, behave and act of the way person so it distinguish himself with others. Building the students character begins with effective leadership principals through habituation, involvement of parents, and the community. Character education is rooted in religion, laws, and values in society.

Recomendation

Based on the conclusion above, it can be recomended that:
1. Be principals who are able to implement the effective leadership.
2. Build the student's character begins on the principals, teachers, parents / guardians of students, and the community behavior.
3. Involving parents in the school program planning and accountability.
4. Provide a medium of communication between schools and parents
5. Make religion, laws, and values that exist in society as a source of character education.

REFERENCES

Covey, S.R. 1989. The 7 Habits of Highly Effective People. New York: Rockefeller Center
Maksun, Agama dan Kepemimpinan Bangsa, Suara Merdeka 4 Juni 2004 (html://www//google.co.id/).