

## **Leadership Effectiveness of Islamic Education Management Department at Educational Faculty and Teacher Training of State Islamic University of North Sumatera**

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**Abstract:** *The purpose of this study was to reveal: (1) The direct effect of confidence level toward work discipline, (2) The direct effect of the task structure toward work discipline, (3) The direct effect of the level of confidence toward effectiveness of the leadership, (4) The direct effect of the task structure toward effectiveness of leadership, (5) the direct effect of labor discipline toward effectiveness of the leadership of the Islamic Education Management Department at Faculty of Education of the State Islamic University of North Sumatra. This research method used correlated path models. The study population was faculty and students with the number of 148 people. Sampling using Krecji table, with this technique resulted in a sample 108 people. The instrument used to collect data was questionnaire Likert scale models. The analysis technique used is path analysis. The findings of this study indicate: (1) The confidence level affect the work Discipline of 16.9%, (2) Structural work tasks affect the Discipline of 18.7%, (3) The level of trust directly affects the effectiveness of the leadership of 19.4%, (4). The task structure directly affects the effectiveness of the leadership of 19.5% and (5) Work Discipline directly influence the effectiveness of the leadership of the Department of 22.1%.*

**Keywords:** *Leadership Effectiveness*

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### **I. BACKGROUND**

The organization's success is the success of a leader. The organization is successful if the organization is able to achieve the goals or targets that have been stated. Then the organization is able to meet and are able to utilize all available resources to the maximum, including human resources and infrastructure facilities provided. Leadership success is related to the level of concern of a leader involved in the two orientations, namely (1) organizational achievement, include: production, financing, adaptability with innovative programs, (2) organizational maintenance, include: satisfaction of the members, motivation and morale work. These two orientations are indicators that can be used to assess the success of leadership. (Wahjosumidjo, 2007). Leadership success is also closely related to the effectiveness of the organization. According Tobert as quoted Sagala (2007) the effectiveness of the organization is the suitability of the results achieved by the organization's objectives. Goals can be achieved if the process is carried out properly and correctly according to the specified conditions. To achieve the intended goal, leaders are expected to perform its function as a leader. Leadership by Yuniarsih and Suwantno (2008) is the ability and strength of a person (leader) to influence the mind (mindset) others to be willing and able to follow his will, and to inspire others to design something more meaningful.

Furthermore, he said that the leadership is divided into two angles perspectives, namely: in the old paradigm of leadership is defined as the ability and readiness of a person to influence others, to motivate, moving, directing, encouraging, guiding things. More broadly interpreted the new paradigm that leadership is not just the ability to influence others, but more important is the ability to inspire others, so that they proactively moved to take action in order to achieve the vision, mission, and goals of the organization. On the other hand, note also that the true essence of leadership in organizational management, basic resources and a central point of any activity that occurs in an organization (Ardana, et al, 2008).

Likewise, in the Department of Islamic Education Management, Educational Faculty and Teaching Training at State Islamic University of North Sumatera, must have a clear focus. Because, the Department is a formal organization that has the vision, mission and goals for the nation's intellectual life. To achieve this goal cannot be separated from the responsibility of the department head. Head of Department is a functional staff lecturers who were given the task to lead a department where implemented and supervise the management of the lecture, or a place where there is interaction between lecturers and students.

Head of Department succeeded in his leadership when he/she understands the existence of the organization or department they lead a complex organization and unique, and able to perform the role of head of department is given the responsibility to lead. One role of the department head in question is to influence and mobilize others to work to achieve the vision and mission of the faculty departments without intimidation. Of course this is not something that is easily done by any leader as turning the palm of the hand, but something that is difficult, but it does not mean that nothing could be done however it takes the process.

Leadership effectiveness has not been applied optimally, because there are many factors that influence it, namely: the time factor, the factor of the sources used, factor productivity level achieved (Nawawi and Hadari, 2008). Furthermore Fiedler in Robbins (2006) stated that the situation that is most determining leadership effectiveness are as follows: (1) The leader-member relations: the level of confidence, trust, and respect subordinates against their leader, (2) the task structure: the level of job assignments (structured or unstructured), and (3) power positions: the level of influence that the leaders of the variable power such as hiring, firing, discipline, promotion, and salary increases.

Based on the description of the theory presented in the background of the problem, the reality, and the opinion of the experts of the above, it can be formulated that it is very necessary level of trust, task structure, and good discipline applied in an organization or department to support the effectiveness or success of the leadership of the department head. This led to further research titled Leadership Effectiveness Department of Islamic Education Management at Faculty of Education and Teaching Training State Islamic University of North Sumatra, Medan. The research problems are: (1) Is there direct effect of confidence level toward work discipline? (2) Is there direct effect of the task structure toward work discipline? (3) Is there direct effect of the level of confidence toward effectiveness of the leadership? (4) Is there direct effect of the task structure toward effectiveness of leadership, (5) Is there direct effect of labor discipline toward effectiveness of the leadership of the Islamic Education Management Department at Faculty of Education and Teacher Training of the State Islamic University of North Sumatra?

## **II. THEORETICAL REVIEW**

### **Leadership Effectiveness**

Effectiveness, derived from the basic effective or successful. According to Usman (2007) that the effectiveness is a translation of the English language is effectiveness, which means "the effectiveness or success", not effectiveness. While Sagala (2007) defines this effectiveness is an elusive concept that should be clearly defined, namely the suitability of the results achieved and the degree to which the organization achieve its objectives.

In achieving an organization's goals can not be separated from the process of cooperation among the members and leadership of an organization. Because leadership is the ability to influence a group toward the achievement of targets. Robbins (2007). Leadership by Usman (2008) is the science and art of influencing people or groups to act as it is expected to achieve goals effectively and efficiently. Firmer Yuniarsih and Suwantno (2008) says that: the leadership has been progressing and that shift; in the old paradigm of leadership is defined as the ability and readiness of a person to influence others, to motivate, moving, directing, encouraging, guiding things. While the new paradigm of leadership more broadly interpreted not just the ability to influence others, more important is the ability to inspire others, so that they proactively moved to take action in order to achieve the vision, mission, and goals of the organization. so the leadership is the ability and strength of someone (read: the leader) to influence the mind (mindset) others to be willing and able to follow his will, and to inspire others to design something more meaningful.

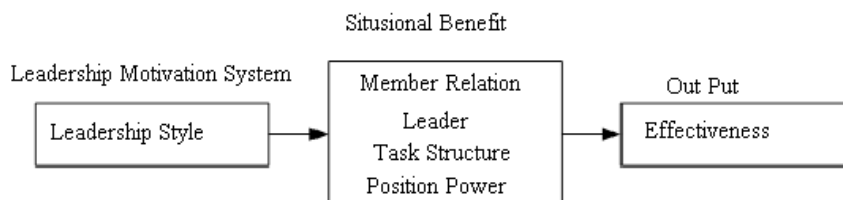
From these definitions it can be concluded that leadership is the ability of a leader to change mindsets, move, mobilize and influence the attitude of a person so that the person can work voluntarily (unconditional) and is able to do things better. The effectiveness of leadership is as the results achieved by a leader in mobilizing others to achieve organizational goals (Waruwu, et al, 2007) and Siagian (1989) expressed the effectiveness of the leadership of a person depends on his ability to read the situation in the organization and menyesuaikan his leadership style to the demands of the situation , More detailed is said by Robbins (2007) that the effectiveness of leadership is leadership that reflects the fact that the subordinates who accept or reject the leader. That is, leadership effectiveness depends on the behavior of subordinates, namely: how to subordinate commitment, job satisfaction, discipline, sense of justice felt by subordinates and cooperation.

Furthermore, an effective leader is someone who is able to synergize the functions of the various elements in the organization, namely: (1) the establishment of organizational goals, (2) build a culture of the organization, (3) developing the ability of employees and teams, (4) management and design tasks, (5) and workflow mechanisms, and (6) the reward system are all boils down to an organization's productivity (Hajar, 2007). More simply said Wieland as quoted Wahab (2008) that effective leadership will always shy away from the two behaviors, the first behavior of opportunism: a notion that solely want to take advantage themselves of the opportunity, without adhering to certain principles.

The effectiveness or success of the leadership was not determined by one or a few people, but it is precisely the success of the joint product between leaders and those they lead (Nawawi and Hadari, 2006). Sometimes these things never run smoothly as expected, because of the many obstacles that most often affects the effectiveness of the leadership itself, like finding Fred Fiedler in Robbins (2006: 441) that the determinant of the effectiveness of leadership are: (1) The leader-member relations: level faith, trust, and respect subordinates against their leader, (2) the structure of the task: the level procedures work assignments (structured or

unstructured), and (3) power positions: the level of influence that the leaders of the variable power such as hiring, firing, discipline, promote, and raise salaries

In connection with the Robbins opinion, Kamars (2005) says that the effectiveness of a leader in achieving high performance is the opportunity of a motivation system-level leaders and leaders supervise and influence the situation. State in question is the relationship with the leader member, task structure and position power. The relationship of these three factors can be seen in the figure below:



**Figure 1.** The main variables in the Fiedler theory of chance

Source : Kamars, 2005:198

Other causes that influence the effectiveness of leadership are: (1) the volume of work that is always increasing, (2) the interactions between employees increasingly complex and diverse, and (3) the demands of the development of human resource capabilities continuously in line with the needs of the organization (Hajar, 2007 ). The process of leadership will be effective, if the personality of the leader has aspects as follows: (1) love the truth and believe in God Almighty, (2) a trustworthy and able to trust others, (3) able to cooperate with others, (4) experts in the field and the broad horizon based on the intelligence that is adequate, (5) love to hang out, warm-hearted, helpful, and provide guidance and open to the criticism of others, (6) have the spirit to move forward, devotion and high fidelity , as well as creative, and full of initiative, (7) responsible for taking the decision, consistent, disciplined and wise, (8) actively maintain physical and mental health (Nawawi and Hadari, 2006). From the opinions of experts on the above, it can be concluded that the effectiveness of leadership is a person's success in reaching a goal by right through the process of cooperation between the leadership with members.

### **Level of confidence**

The success of leaders in general have always been supported by evidence of his men or vice versa. According to Robbins (2009), trust is the essence of leadership, because it is impossible to lead people who do not trust you. Then he stated that, "part of the task of the leader is continuously working with people to find and solve problems...". Because leaders close relationship with a subordinate, then Robbins (2009) outlines a number of actions to build relationships of mutual trust between leaders and subordinates, namely: (1) being open, (2) be fair, (3) to express your feelings, (4) tell the truth, (5) show consistency, (6) to fulfill your promise, and (7) maintain confidentiality.

Cooper and Sawaf (1998) said trust is the power of emotion that starts with feeling self-esteem and sense of self so that we are called to radiate to others such as the radius of a circle that ended up impacting everyone in our team, in our department, in our division, or across an enterprise. He further said that, the more my belief in myself and to others as well as to the environment around me, the more creative and more effective I am, and the greater my chances to succeed.

Robbins (2007) argued that trust is a positive expectation that others will not act opportunistic. The term positive expectation is to assume that the knowledge and familiarity with other parties. While the term refers to opportunistic risks and vulnerabilities inherent in any relationship of trust, for example, we disclose intimate information or rely on other promises.

From both these opinions, it can be concluded that the trust is the belief held by someone with no sense of worry and suspicion at all. Furthermore Robbins identifies five key dimensions of the underlying concepts of trust, among others: (1) integrity, referring to honesty and truth, (2) competence, including knowledge and technical and interpersonal skills, (3) consistency, is associated with reliability, predictability, and consideration of one's good in handling situations (mismatch between words and actions erode confidence), (4) loyalty is the desire to protect and save face for others. Belief requires that you can rely on someone not to act opportunistically, and (5) of the last dimension of trust is openness, which means relying on people to give to you the actual truth.

Believe and trust others is a powerful weapon in the principal's leadership to achieve the objectives through collaboration between teachers. Believe means leaders believe that every member of the group organization is able to solve problems and do things according to his ability. As stated by Nawawi and Hadari (2006), the leader must be able to trust their subordinates have the ability as good as herself in solving problems or doing things according their respective positions as well as the group members have a good faith belief as

himself in the task and subordinates are able to keep a secret something which by their nature or according to the commandments to be kept secret. Leaders who are not able to trust others who helped, would bother itself because it is always afraid of delegation of authority to subordinates who helped him. Delegation of authority is not just a necessity but a matter of trust to other people who will run the part of the authorities led.

With regard to the opinion of Nawawi and Hadari above, Robbins (2007) says that trust and trustworthiness will have an impact on access to knowledge and labor leaders alike. From both these opinions can be seen that the trust must have an effect on leadership effectiveness.

Following Robbins mean trust into three types of relationship with the organization, namely: (1) fear-based belief, is the belief that is based on fear of reprisal if the trust was breached. The belief is based on fear will function only at the level that the penalty was possible, the consequences are obvious, and the actual punishment meted out if the trust is violated; (2) knowledge-based trust, is trust based on predictability of behavior that comes from interaction history. The belief is based on the knowledge to rely on information rather than fear. The belief that there is when you have sufficient information about a person so that you understand that they are quite able to predict exactly the behavior; (3) identification-based trust is trust based on mutual understanding on the purpose of each and to respect the wishes and desires of others. This belief is the highest level of confidence is achieved when there is an emotional connection between the two sides as an agent for another party and replace that person in interpersonal transactions.

With regard to the type of Robbins trust, it can be said that the level of trust is divided into three sections as well be an indication of the confidence level is as follows: (1) trust based on fear, namely: the uncertainty or anxiety led to believe lectures in carrying out its duties, (2) trust based on knowledge, namely: beliefs are based on information and interaction is not based on fear, and (3) belief based identification, namely: mutual understanding on the purpose of each, respect the wishes and desires of others.

### **Task Structure**

According Yukl (1994) the structure of the task is the extent to which there are standard operating procedures for completing a task, a detailed explanation of the finished product or service, and indicators on how the task was done. Kamars (2005) defines the structure of the task is in the situation it is clearly specified, as well as decision-making and problem solving is done thoroughly. This is in line with Robbins (2006) which states that the structure of the task is a procedural level work assignments (structured or unstructured). This means that the structured task of a leader, the more effective he is in his leadership. Sofyandi and Garniwa (2007) outlines that the dimensions of the task structure is composed of components as follows: (1) clarification of the task, the degree in which duties or obligations are clearly stated and known by those who carry out the work, (2) the diversity of the destination path, degree of problems encountered in the work can be solved by various procedures, (3) can justify a decision, the degree of "truth" of a solution or a decision that is commonly encountered in a job can be demonstrated by submitting the decision of the employer, with the logical procedures, or by feedback, (4) kespeksifikan a decision, the degree of which is usually more than one correct problem solving.

Referring to the opinion of Sofyandi and Garniwa above, Siagian (1996) defines the structure of the following tasks: (1) clarification of the task means regarding job descriptions and work in a way that is clearly visible if the task was routine or requires high creativity, (2) a mechanism work is their work procedures wherever possible standard so that anyone needing the work, the results can be measured by the criteria of same objectivity, and (3) the level of formality means an agreement how far the various provisions should be stated in writing and conversely what things are pretty stated orally.

### **Work Discipline**

Etymologically, the word discipline comes from the Latin word: disciplina, which means training or education modesty and spirituality and character development (Moekijat, 1983). While Sutrisno (2009) argues that the discipline is respect for the rules and regulations of the company, which is inside of employees, which caused it to adjust to volunteer on company rules and regulations. Furthermore, he said that discipline is the willingness and the willingness of a person to adhere to and comply with all norms and rules of the organization. Without the discipline of a good man is difficult for organizations including schools achieve optimal results. While Darmodihardjo (1982) in Sinaga (2010) argues that labor discipline is a mental attitude that contain apparent eagerness of behavior to meet all the provisions, regulations and norms in the discharge of duties and responsibilities within an organization. Discipline by Suseno (2009) is the management activities to run the organizations standards. The concept of discipline can be concluded that the work discipline is obedience, compliance, availability, and willingness of someone to do a job without violating any rules of work that has been set. People who uphold discipline will be visible in every aspect of its activities, awareness of the self and responsible. According Nawawi and Hadari (2006), discipline is best realized by consciousness of the self or without forced, both of leaders and of the people he leads. That realization means that someone felt the need and



requires discipline embodied and adhered to, so that the climate of the organization / group is a condition that supports efforts to excel and work optimally. In line with the opinion of the Hadari, Hasibuan (2005) defines discipline is awareness and willingness of a person to obey all company rules and norms in force.

Both of these terms, also supported by Sutrisno (2009) which states that good discipline will be reflected in the atmosphere, as follows: (1) the high sense of awareness of employees towards achieving the objectives of the company, (2) the high spirit and morale and initiative of employees in doing the work, (3) the magnitude of the sense of responsibility of the employee to carry out the task as well as possible, (4) developing a sense of belonging and solidarity among employees, (5) improve the efficiency and productivity of employees. So someone who is disciplined is someone who abide by the rules and do the work willingly without revenge but rather unconditional.

In accordance with the views Sutrisno added by Hasibuan, then an indication of labor discipline are (1) the behavior of disciplines, including awareness of regulations, regulatory compliance, observance of the rules; (2) fostering discipline, include: responsibility to work and sanctions for rule violations.

### **III. RESEARCH METHODS**

his research was conducted using quantitative methods type of survey, in which a sample directly from the population. Judging from the problems studied, research is the study of effect. Therefore, this study uses a path analysis model. The population in this study were all full-time lecturers and students of Department of Islamic Education Management second semester, fourth semester, and sixth semester which comprised of 149 people. The number of sample is 108 people taken by using Krecji table. Data had been collected from the field processed and analyzed by using correlation, regression, and then continued with path analysis. To simplify the data processing, then used the help of computer systems. The data were processed by using SPSS program.

### **IV. RESEARCH FINDINGS**

The level of trust directly affects the structure of the duties of 16.9%. Believe and trust is very important in creating an effective relationships, both among the first leaders to subordinates so that the process of cooperation will be easier. The success of leaders in general have always been supported by evidence of his men or vice versa. Robbins (2009) states that leadership effectiveness depends on the ability to gain the trust of followers, in addition, to enable the empowerment and use of work teams requires trust. In connection with that, Kartono (2010) also stated that the leaders together group members together willing to fight to achieve a worthy aim. The two statements above, confirms that leadership can succeed unless leaders are able to trust and empower subordinates well, otherwise members also ideally trust with your boss and work hard together to achieve common goals.

Robbins (2009) explain, trust is the essence of leadership, because it is impossible to lead people who do not trust you. Then he stated that, "part of the task of the leader is continuously working with people to find and solve problems...". Because leaders close relationship with a subordinate, then Robbins (2009) outlines a number of actions to build relationships of mutual trust between leaders and subordinates, namely: (1) being open, (2) be fair, (3) to express your feelings, (4) tell the truth, (5) show consistency, (6) to fulfill your promise, and (7) maintain confidentiality. In line with this, Cooper and Sawaf (1998) is the power of emotion that starts with feeling self-esteem and sense of self so that we are called to radiate to others such as the radius of a circle that ended up impacting everyone in our team, in the department we, in our division, or across an enterprise. He further said that, the more my belief in myself and to others as well as to the environment around me, the more creative and more effective I am, and the greater my chances to succeed.

Some experts view above can be concluded that trust is the belief held by someone with no sense of worry and suspicion at all. Believe and trust others is a powerful weapon in the leadership to achieve goals through collaboration between teachers. Believe it means leaders believe that every member of the group organization is able to solve problems and do things according to his ability. The leader must be able to trust their subordinates as well as he has the ability to solve problems or do things according to their respective positions as well as the group members have a good faith belief as himself in the task and subordinates are able to keep secret anything which by their nature or according to the commandments to be kept secret. Leaders who are not able to trust others who helped, would bother itself because it is always afraid of delegation of authority to subordinates who helped him. Delegation of authority is not just a necessity but a matter of trust to other people who will run the part of the ladder authorities.

Leaders may not work alone in achieving a certain goal. To be able to work together, then the main capital for the leader is to trust their subordinates. Believing that every subordinate is able to have the ability to finish the job as well as he. Instead leaders are not able to trust subordinates who help him, it will be overwhelmed themselves in their job, because there is always fear of delegation of authority to subordinates who helped him. The task structure directly affected the working discipline by 18.7%. The clarity of a task is a definite step delivers an easy person to achieve a goal. Of course this is coupled with a high work discipline.

Due to the implementation of labor discipline requires self-awareness to submissive and obedient to carry out activities in accordance with regulations and norms in force that makes a person capable to carry out a good job. The structure of the task will not be achieved if everyone who do not have a high work discipline, as slogan said that "discipline is the key to success". Thus when the structure of the tasks that have been designed expressly without the accompaniment of discipline in doing so, the structure of the task will not run properly. Conversely, if the task is well structured, the discipline of work will be high, because through a clear structure allows people to do activities. Starting from this description, it can be seen that it is not enough solid structure but more important is its implementation, means that the structure of the task influence on work discipline.

The level of trust directly affect the effectiveness of the leadership of 19.4%, these findings demonstrate empirically that the factor level of trust becomes a determining factor in improving the effectiveness of the department's leadership. Leaders who are not able to trust someone else to help, then the leaders will be overwhelmed in completing a certain task, because there is always fear of delegation of authority to subordinates who helped him. Delegation of authority is not merely a necessity, but also a matter of trust to other people who will be running some of its authority leaders. Belief originated from the nature of fair and honest with each other. Fair and honest nature creates trust people. Believe and trust is very important in building effective working relationships to each other. Because, basically, humans could not work alone without fellow or without the help of others. Likewise in the majors, it was difficult for the department head to achieve the optimal goal without the good cooperation of the faculty and students. This confidence is expected to create a sense of trust towards each other even more so for the leadership of the department would not want to trust the other person, that person would be capable of doing a job in accordance with the duties and each functions.

The task structure directly affect the effectiveness of the leadership of 19.5%. None of the organizations that do not have the structure of a task or a job description, because design work became an important feature for any organization. The core structure of the task is to provide a framework of work including who work either on a group or individual. So the work is easily controlled and evaluated by the leadership of the extent of the progress of a task. Or in other words, the structure of the task to assist the achievement of management objectives. Goals derived from the overall strategy of the organization in a logical and interlocked.

So you can imagine that if there is an organization or department does not have a clear task structure of leadership, then automatically the subordinates to work as they please. Designing the structure of task / job is one of the functions of leadership that will contribute to the success of the organization's leadership. Task structure is a series of all activities to be carried out. Hence the structure of this task should be made in detail and clear. So with a clear job of the teachers and others will work automatically and do not necessarily governed first and want to work. But conversely, if not structured a job, it will affect the people who do a job that is just waiting for instructions from the leader of what would be done, consequently the targets not be achieved effectively and efficiently. Certainly the lack of efficient work of subordinates will affect the success of a leader. Because the effectiveness of subordinate dependent on the leader. Thus, it is clear that the task structure can provide a significant influence on the effectiveness of leadership.

The findings of this study indicate that five labor discipline directly affect the effectiveness of the leadership of 22.1%. These findings empirically meant that to bring good leadership effectiveness is determined by the department of labor discipline was good. It should be understood that the discipline is a function of human resource management. While the leader is the driving force of the organization and obey the rules. The attitude of obeying rules show a sense of responsibility in leadership that inevitably led to behave consistently run a rule that starts from oneself, behave in a way not violate the decisions that have been set. Therefore, much more action is much more effective than words.

## V. CLOSING

Based on the findings obtained in this study, there are several things suggested to increase leadership effectiveness by: 1) To increase the level of trust, it is suggested to the leadership of the majors to remain open, 2) are advised to stay to be fair to all members of the organization without discriminate discriminate, including the division of tasks and in terms of penalties, 3) to improve the structure of the task suggested to the head of department to find out what the main tasks, how to do the job, and also who do those work, and 4) to other researchers it is advisable to conduct further research to assess or develop other factors that influence the effectiveness of leadership, so as to add a wider horizon..

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