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EFFECTIVE ORGANIZATION LEADERSHIP

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ABSTRACT
Comparative research on the way leadership behavior varies across situations provides some useful insights, but it is only and indirect approach for discovering what type of leadership is optimal in a given situation. A more direct approach is to determine how leader traits or behaviors are related to indicators of leadership effectiveness in different situations. This article used library and others sources related to topic and descriptive analysis method. Theories that explain the leadership effectiveness in terms situational moderator variables are called "contingency theories" of leadership. This type of theory most useful when it includes intervening variables to explain why the effect of behaviors on outcome varies across situations.

INTRODUCTION
Effective leadership is at the core of successful on business and public organization. Hoverson (2004:1) stated "to understanding of what makes a successful leader is an issue that has been debated since sixty years ago". Now, in the 21st Century, as John P.Kotter states (1999:1) that issue more relevant, because leadership has become even more important due to the noticeable decline of enduring successful leaders business world today. To understand how effectively lead in the future we must also understand effective leadership theories of the past and apply their significance in leadership today. How the effective leadership today and the future?

DISCUSSION
Effective Leadership Theories
The scientific study of leadership can be roughly divided into three periods (Barbara Kellerman, 1984: 93); the Trait period, from around 1910 to World War II, the Behavior period from the onset of World War II to the late 1960s, and the Contingency period, from late 1960s to the present. There are five contingency theories of leadership are: LPC contingency theory, path-goal theory, leader substitutes theory, the multiple-linkage model, and cognitive resources theory. Each theory is described briefly and the end with some general guidelines for varying leadership behavior from situation to situation.

LPC contingency model.
Fiedler (1964:149-190) describes how the situations moderates the relationship between leadership effective-
variables: substitutes and neutralizers. Substitutions make leader behavior unnecessary and redundant. They include any characteristics of the subordinates, task, or organization that ensure subordinates will clearly understand their roles, know how to do the work, be highly motivated, and be satisfied with their jobs. Neutralizers are any characteristics of the task or organization that prevent a leader from acting in specified way or that nullify the effect of the leader's action. In the initial version of the model, Kerr and Jermier were mostly concerned with identifying substitutes and neutralizers for supportive and instrumental leadership. Supportive leadership is similar to consideration, and instrumental leadership is similar to initiating structure. A primarily list of substitutes and neutralizers for these broad behavior categories is shown in Table 2. According to Kerr and Jermier, various attributes of subordinates, the task, and the organization may serve as substitutes and/or neutralizers for leader behavior.

The complexity and ambiguity of leadership substitutes theory makes it difficult to test. In view of the limitations in research on leadership substitutes, it is premature to assess the theory's validity. Perhaps the greatest contribution of the theory is to provide a different perspective on leadership.

3. The Multiple-Linkage Model.

The Multiple-Linkage Model (Yukl, 1981, 1989) builds open earlier model leadership and group effectiveness. The models included five types of variable: managerial behaviors, intervening variables, criterion variables, and situational variables. The models described in a general way the interacting effects of managerial behavior and situational variables on the intervening variables that determine the performance of a work unit.

The casual relationships among mayor types of variables are depicted in Figure 4. Situational variable in the model exert influence in three points. They constrain managerial behavior and moderate its effects, they directly influence intervening variables and they determine the relative importance of the intervening variables.

The intervening variables interact with each others to determine the effectiveness of a group or organizational sub-
Ekonomi

1. Leader-Member Relations. The extent to which the leader has the support and loyalty of subordinates, and relations with subordinates are friendly and cooperative.

2. Position Power. The extent to which the leader has authority to evaluate subordinate performance and administer rewards and punishments.

3. Task Structure. The extent to which there are standard operating procedures to accomplish the task, a detailed description on the finished product or service and objective indicators of how well the task is being performed.

The Causal Relationship in LPC Contingency Model are illustrated in Table 1 and Figure 1.

Table 1. Relationships in the LPC Contingency Model

<table>
<thead>
<tr>
<th>Dimensions</th>
<th>3 Situations</th>
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<tr>
<td>LPC - Leader-Member Relations</td>
<td>Good</td>
</tr>
<tr>
<td>Task Structure</td>
<td>High</td>
</tr>
<tr>
<td>Position Power</td>
<td>Strong</td>
</tr>
<tr>
<td>Sit Con (Situation Control)</td>
<td>High Sit Con Situation</td>
</tr>
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Predictions

- Leader is best fit to situation
- Relationship motivated behavior
- Task motivated behavior

Figure 2. The Situational Leadership Model

Robbins (2003:323) say that this model's emphasis on "the follower" makes it very applicable to effective leadership today where business leader are learning the importance of meeting their subordinate’s needs.

1. The Path-Goal Theory of Leadership.

This theory was developed to explain how the behavior of a leader influences the satisfaction and performance of subordinates. Building on an early version of the theory by Evans (1970), House (1971) formulated a more elaborate version that includes situational variables. The theory was further refined by various writers. According to House (1974: 324), "The motivational function of leader consist of increasing personal payoffs to subordinates for work-goal attainment and making the path to these payoff easier to travel by clarifying it, reducing roadblocks and pitfalls, and increasing the opportunities for personal satisfaction en route". According to Dessler (2004:269), "leader behavior will be viewed as acceptable to subordinates to the extent the subordinates see such behavior as either an immediate source of satisfaction as instrumental to future satisfaction". The effect of a leader's actions on subordinate satisfaction is not necessarily the same as the effect on the performance.

Depending on situation, leader behavior may affect satisfaction and performance the same way, or both differently, or one but not the other. The initial of the theory contained only two broadly defined leader behaviors: Supportive Leadership (similar to consideration) and Directive Leadership (similar to initiating structure). Two others leadership behaviors (Participative Leadership...
References


Evans, M.G. The effect of supervisory behavior on the path-goal relationship., Organizational Behavior and Human Performance, 1970.

Fiedler, F.E., & Garcia, J.E., New approaches to leadership, Cognitive Resources and Organizational Performance, John Wiley, New York. 1987


Kerr, S., & Jermier, J.M., Substitutes for leadership: Their meaning and measurement, Organizational Behavior and Human Performance, 1978.


Robbins, Steven, P. Organization Behavior, Prentice Hall, New Jersey. 2003

A serious deficiency in one intervening variables may lower effectiveness, even though the other intervening variable are not deficient.

The greater the relative importance of particular intervening variable, the more group performance will be reduced by deficiency in this variable, the more group performance will be reduced by a deficiency in this variable. The relative importance of the intervening variables depends on the type of work unit and others aspects of the situation.


A more situational model developed by Fiedler and his colleagues (Fiedler & Garcia, 1987). This theory examines the conditions under which cognitive resources such as intelligence and experience are related to group performance. It is an important research question because organization use measure of prior experience and intelligence for selecting managers. According to cognitive resource theory, the performance of leader's group is determined by a complex interaction among two leader traits (intelligence and experience), one type of leader behavior (directive leadership), and two type of the leadership situation (interpersonal stress and nature of group's task). The primary causal relationships in cognitive resources theory are depicted in Figure 5.

![Figure 4. Causal Relationships in Multiple Linkage-Model](image)

![Figure 5. The Primary Causal Relationships in Cognitive Resources Theory](image)

**CLOSURE**

**Conclusions**

1. All six theories contain situational moderator variables, but the variety of situational variables is greater in some theories than in others. It seems desirable for a situational theory to include many relevant aspects of the situation, but to do so make a theory difficult to test. Intervening variables are helpful to explain how leaders influence subordinate performance, but only three of the theories have explicit intervening variables.

2. A situational theory is supported by a pattern of the results that is consistent with the propositions of the theory. If the theory postulates a causal chain of sequential effect from leader behavior to intervening variables to outcomes, the result must be consistent with this explanation.

3. Despite their deficiencies, the contingency theories and related research provide insight about effective leadership in different situation. While researchers have spent years discussing traits and behavior theories, it has become clear that effective leadership is created through a combination of the two.

4. In the thinking about what it is about the leader that determines his or her effectiveness, experts usually don't focus just on leadership traits; they talk of both traits and skill. While it was once assumed that successful leaders possessed certain character traits, it has become evident that leadership capabilities can be found in a broad spectrum of people.

5. The Effective leaders cannot be limited to one type of leadership style, they must be able to adapt their style to the setting of their organization environment.

**Suggestions**

1. For all leaders, if they want to be effective leaders, they cannot be limited to one type of leadership style. The leaders must be able to adapt their style to the setting of their environmental organization.

2. For the organizations that one or more combination of the six theories may be relevant to use based on environmental organization (government, social and business) at any level today and in the future.