Leadership Change Towards The Quality of Education

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ARTICLEINFO

Keywords: Leadership, change, aducation, approach

ABSTRAK

Change leadership in education quality is an attempt by a chairman to create a change in the education scope from a state that was initially good to much better condition or an organization that was good despite of changing its status to the best. This research is directed towards literature study methods. From the implementation of whole scopes to gain a sense of loyalty to work towards the organization. Worthy leadership shows a leader who has a sense of responsibility. Besides it, for leadership to give important change, leaders must meet the following experiences: leaders can plan, make decisions, influence skills, change orientation, and communicate skills. Leaders also need an approach to handling the changes that happen.

INTRODUCTION

An organization is a container for a group of people who interact, move, and implement goals in the form of a vision and mission that have been created together. The development of the times requires an organization not to remain stagnant and to continuously push for change. This is necessary to improve the effectiveness and efficiency of the organization. Change itself is a process of transitioning something continuously and gradually over time. Therefore, organizations must also make changes to continue developing and succeeding in the future. The current problem is directed towards the leaders of an organization. The key to an organization's success lies in several factors, one of which is the leader. An organization cannot change and develop towards the desired direction if its leaders are not willing to change. Like a ship without a captain, the same goes for an organization, without a leader to direct and manage, the organization will lose control. This means that the leadership of a leader is necessary because subordinates will move when their leader moves and subordinates will remain still as long as the leader is still. Thus, the rise and fall of the organization depends on the strength of its leadership.

Currently, there is a great need for leaders who possess leadership qualities that can adapt to changes, which presents a challenge for a leader considering that we are in a time where many changes or transformations are occurring. Therefore, a leader must be able to motivate themselves and think about how their leadership unfolds so that it can lead the organization to the best change. Change leadership is the ability and skills of a

leader to initiate, mobilize, and facilitate significant change within an organization or work environment. It involves the process of identifying, planning, and implementing the necessary transformations to enhance the overall objectives of the organization. This paper will elaborate on the basic concepts of change leadership, which include definitions, requirements, approaches, variations of styles, strategies, and the roles of change leadership that can be applied in navigating the sustainability of an organization.

METHODOLOGY

This research is directed towards literature study methods. The researcher elaborates on the explanations of various studies relevant to the discussion points of this article. The researcher collects reading materials from journals, books, and research reports. Then, they accommodate, combine, and conclude from the findings of the review of the existing sources (Azizah & Purwoko, 2017).

RESULTS AND DISCUSSION

Understanding of Change Leadership

Leadership comes from the word 'leader' which means a person in charge, who must be able to coordinate their subordinates. Leadership is an activity carried out by someone in managing and directing either an individual or a group within an organization to work according to the planned goals (Azis & Suwatno, 2019). When discussing leadership, it cannot be separated from its subject, which is the leader. Leadership and leaders are an integral whole that cannot be separated in the process of achieving effective goals, where leadership serves as the process and the leader serves as the center subject. Leadership discusses how leaders can influence a group of people, or subordinates, to move towards the desired goals. Therefore, the presence of a leader is crucial in achieving goals and providing guidance, direction, and evaluation to their subordinates so that a good atmosphere and performance can be created, enabling the achievement of a certain goal. Leadership is also defined as the process of influencing and directing employees in carrying out the work that has been assigned to them (SaThierbach et al., 2015). So, leadership is the ability of a leader to influence members to cooperate in achieving goals. Therefore, it can be said that the effectiveness of a leader in leading an organization can be seen in how he influences and raises awareness among his members. On the other hand, change refers to a transition from a previous state to a better state in the present or in the future.

However, it is important to note that change is not only in terms of conditions but can also involve changes in mindset and behavior of a society. Positive changes will affect a person's performance in generating ideas and creativity as well as being able to innovate through those changes. The expected changes here are changes in mindset and behavior

to maximize the desired goals. In the scope of an organization, change is a process of transitioning from the current condition to a future condition in order to improve the effectiveness and efficiency of the organization so that it can keep up with the current developments of the times. Change leadership is the ability of a person to manage and lead the necessary changes in an organization (Yusnita & Aslami, 2022). This involves the ability to identify existing problems, develop solutions, and implement changes effectively. A change leader is a leader who views the current conditions as a challenge or problem that must be resolved within the organization they lead. Change leaders must also be able to influence and motivate people within the organization to support and participate in the change process. Thus, it can be concluded that change leadership is an effort by the leader/chairperson to create a change in the organization from an initially poor state to a good condition, or from a good organization to the best. Through the empowerment of all components to foster a sense of loyalty towards their organization.

Conditions of Leadership for Change

Leadership has a significant impact on the smooth functioning of an organization. Good leadership represents a leader who has a sense of responsibility towards the organization they manage. Not only is there a sense of responsibility, but there are also several requirements that must be met by change leaders, among others.:

a. Preparing of Planning

The purpose of the change is to create a healthy organization with high performance. The characteristics of an organization that has a good performance climate can be identified through efficiency, meaning the organization is able to achieve targets with reduced input or the same input while producing larger output. A change leader must possess the ability to plan and execute activities well without unnecessarily reducing the role of human resources. Leaders must clearly establish, disseminate, and develop a vision and demonstrate new ways for the future. In addition, they inspire their members and design strategies to achieve organizational goals. Leaders must be able to determine the steps that need to be taken to achieve the established goals. These steps are the stages that the organization must go through in order to reach the established objectives (Siti Julaiha, 2019).

b. Decision Maker

Skills in decision-making mean that a leader can identify problems while also offering various alternative solutions to the issues at hand. An effective change leader can provide various alternative options, select from these options, and evaluate the choices that have been established. The established choices refer to the goals to be achieved. A change leader in making decisions is required to consider aspects that will ultimately yield significant benefits with minimal costs incurred.

c. Skills to Influence

The ability to influence is the leader's capability to gain full support in the implementation of policies and decision-making, as well as the leader's ability to motivate their team in their work. In addition to motivating, the leader also plays a role in providing advice and negotiating with their subordinates (Kurniawan, 2014).

d. Oriented Towards Change

The next requirement is that a leader must have a visionary outlook through enhancing experience, innovation, and team learning within an organization, oriented towards the changes that occur. If a leader does not quickly feel satisfied with an achievement, they will continuously strive to improve strong communication.

Strong communication is the skill of understanding and interacting effectively with various types of people in society. Communicating openly with the team will build trust and loyalty. This will facilitate the development of synergy in the changes that occur within the organization. The above requirements can be said to lead the organization to better changes. Besides, the requirements for change leadership are not limited to the five aforementioned aspects, but leaders also need to be sensitive to develop themselves, as they are the captains of the changes happening in their organization.

Change Leadership Approach

The change leadership approach is a perspective or framework used by a leader to lead and manage change within an organization. This approach includes various strategies and techniques used to help organizations cope with changes that occur and achieve desired goals. Below is the change leadership approach:

a. Transactional Leadership Approach

The transactional leadership approach is one in which leaders motivate team members to achieve goals by providing rewards or punishments based on their performance (Juffrizen et al., 2020). Transactional leaders focus on transactions and provide rewards or recognition when team members do their jobs well, or impose penalties or corrections when they make mistakes or fail to meet targets. The methods used by transactional leaders include giving bonuses or salary increases to high-performing team members, providing recognition or praise for successes, assigning new tasks or responsibilities as a form of reward, and issuing reprimands or sanctions if team members do not meet targets or make mistakes. Transactional leadership is suitable for situations that require the completion of tasks or projects in a short time frame, when team members need clear direction and external motivation to achieve targets. In a transactional approach, leaders play a crucial role in organizing and directing the tasks and responsibilities of team members, but tend not to focus much on career development.

b. Situational Leadership Approach

Situational leadership is an approach that focuses on the followers, which are the

employees or staff. This focus considers their readiness for work in accordance with the leader's guidance (Farunik, 2019). The situational leadership approach is a leadership style that depends on the situation faced by the leader. Each situation is tailored to the needs and conditions of the employees within the organization. This approach assumes that each team member is different in abilities and skill levels. Therefore, a different approach is required to motivate and lead each individual. Situational leaders focus on the needs and desires of team members and seek to understand and respond effectively to their needs. The situational leadership approach allows leaders to be more flexible and adapt to changes in situations and the needs of team members.

c. Transformational Leadership Approach

This approach is rooted in the word transformation or 'to transform', which means to change something into a different form from what it was before. Just like changing hopes from a vision into reality. (Murni, 2021). Transforming human resource potential into action. This leadership approach directs and orients towards the best changes for the organization by providing motivation and inspiration, fostering a sense of loyalty and performance in achieving the vision. The transformational leadership approach is where leaders motivate and inspire team members to achieve greater goals by enhancing self-awareness, values, and aspirations of the team members (Azis & Suwatno, 2019). Transformational leaders encourage team members to achieve their best potential and introduce significant changes within the organization. Transformational leaders focus on building strong relationships with team members, promoting creative and innovative thinking, and providing motivation and inspiration to achieve higher goals. (Armiyanti et al., 2023). Transformational leaders turn the organization's vision and values into reality by engaging, motivating, and guiding team members in achieving common goals. Therefore, it can be said that this approach involves leaders who inspire and empower employees to achieve the organization's objectives. Transformational leaders use a clear vision and encourage employees to participate in the change process. This leadership approach provides an understanding that a leader must be able to broadly oversee their subordinates. In this sense, leaders strive to adapt to the developmental conditions of their subordinates.

Change Leadership Style

A good leader in a change leadership style must have the ability to understand the challenges and opportunities faced by the organization, be able to identify the strengths and weaknesses of team members, and build positive working relationships with them. This leadership style includes the following.:

a. Authoritarian Leadership Style (Coercive Leadership)

Leaders in this style maintain full control over everything related to change, whether it is the drafting of plans or decision-making. Compliance with the orders of leaders or superiors is at the core of the commanding leadership style. Members must obey

whatever is commanded by the leader because the basis of this style is 'Do it because I command you.'" (Tohari, 2017). With this, the role of members becomes less important because they cannot showcase their creativity, leading to a decline in the growth of members within the organization. Changes in the organization are fully controlled by the leader, who may threaten or even intimidate members who do not follow instructions or oppose their orders. This undermines the spirit and effectiveness of the members, resulting in the failure to achieve goals if continued persistently. A commanding style has positive aspects if implemented reasonably and appropriately, such as in emergency situations that require leaders to act quickly and decisively. This style is suitable for organizations with few members and limited experience. Conversely, when the members become reliable, the leader can change their leadership style.

b. Affiliative Leadership Style (Affiliative Leadership)

Affiliation is the encouragement to form very warm relationships and to maintain them as best as possible (ERINALDO, 2025). A leader in this style does not pressure members about the results and goals of the organization; he prioritizes the emotions of his staff, such as making members happy and strengthening a bond. In an organization, even when there is a change, for example in restructuring, a leader must remember that the team has been working very well even though each member has different outcomes. The discomfort with change must be understood by the leader, so it is important to ensure members feel attended to and appreciated. In addition, giving time for members to adapt to their new roles in facing such rapid changes by providing support, assistance, and motivation is a feature of the affiliative style. This means that in this style, the leader must set aside their personal ego for the smoothness of a challenge faced. The affiliation style is suitable to be used at the beginning of changes where members need the guidance of a leader to participate in the change. Leaders in this style always provide appreciation and praise while keeping the members' spirits high to continue progressing in line with the changes, which will impact the achievement of a goal.

c. Coaching Leadership Style

Coaching leadership is a style of leadership that focuses on the development of members in facing changes for the success of the organization (Prasetyo, 2022) This style is used by leaders when members need help and guidance to build long-term skills. Leaders realize that by using this style, they can achieve better results in facing changes. This style helps members identify their weaknesses so that they can later develop their performance within an organization, thus creating members who are resilient to change. Leaders in a coaching style demonstrate genuine care and attention to the development of members, making them more open and willing to make improvements in the future. Through this coaching, employees will feel happy because they are valued and respected, as well as provided with guidance at work. Democratic Leadership Style The democratic leadership style is one that focuses on collaboration between leaders and subordinates. In

this style, there is no difference in position between leaders and members. All suggestions, inputs, and even criticisms are gladly accepted by the leader, which indicates the absence of barriers between the leader and subordinates. Democratic leadership is concerned with the interests of the members rather than the leader, for the common good of the organization. The democratic leadership style is characterized by members being free to develop their creativity, prioritizing teamwork, and fostering warm communication. Therefore, this leadership style can be likened to an older sibling towards their younger siblings, rather than a leader towards their subordinates.

d. Leadership Style of Setting the Pace

The speed-determining leadership style is a goal-oriented leadership style. The goals within the organization must be achieved as quickly as possible, regardless of the obstacles. Leaders in this style are obsessed with perfection and speed, so among the many members, there is a demand for them to have the same capabilities as the leader. Thus, members strive to do their best, which will ultimately yield optimal results. The speed-determining leadership style is characterized by high performance standards. This means that a leader does not tolerate anyone who falls behind and does not meet their standards. Because leaders always want to be at the forefront and the best. (Adrin & Kusumastuti, 2024) Therefore, it is not impossible that it will impact the working atmosphere within the organization.

e. Visionary Leadership Style

Visionary leadership style is a leadership style where the leader clearly understands from the beginning what the goals and objectives are, and knows where the direction of the organization they lead should go (Mukti, 2018). This means that this style emphasizes the importance of vision for organizations that want to advance with change. Leaders who have a clear purpose or vision in the organization make members more effective in their work, because the vision to be achieved is clear in its direction. Leaders in this style also explain why they choose certain decisions, so that members are aware of the background, which later encourages more involvement. Members in visionary leadership are given the opportunity and are encouraged to try new things, allowing leaders to achieve extraordinary results that they would never obtain from members who merely follow orders. Visionary leadership is the ability of a leader to create, formulate, socialize, and implement ideas that come from themselves or from interactions between members and stakeholders, which are believed to be the goals of the organization. Therefore, visionary leadership is highly needed in this era of change. From the explanation about leadership styles above, it can be concluded that a leader must be able to condition themselves and realize when they should apply which style that suits the needs of the organization. By applying various styles in different conditions, it is expected to support members in collectively creating change.

Change Leadership Strategy

There are several strategies for change leaders if they want to develop the organization.

a. Implementing acceleration (speeding up) transformation in the future.

An organizational leader must be a change leader. They cannot prevent the flow of change, but a leader can manage that change so that it becomes a feedback source for their organization. Leaders must be able to excel and take command of change. This means that leaders must be able to keep pace with the emergence of change in line with the times. Leaders should be able to design and create the change themselves to become leaders of change.

b. Leaders must be the center/driving force of change.

As a leader in an organization, one must be the driver of change, meaning the leader here mobilizes and directs all organizational resources to change and implement change. However, before that, the leader must change themselves in order to become a benchmark for the change.

c. Having clear steps in leading change

In leading change, there are several steps that must be established by the leader, namely motivating members to change. Leaders must be able to influence members with the mindset that change is an opportunity and not a barrier. Leaders must also understand the qualities of their members, so as not to make mistakes in placing them in the right positions.

d. Balancing between change and continuity

Leaders must be able to convey to members that change in the organization is a continuity. Such changes are a natural occurrence. Thus, in order for change to continue, there must be mutual trust to continue to trust each other.

e. Improving Job Satisfaction

The last strategy is that a leader must be able to enhance the job satisfaction of the members. If members enjoy what they are doing, they will innovate and be more creative in their work. A leader can improve members' job satisfaction by providing various gifts or bonuses on the condition that they perform very well.

The Role of Leadership in Change

The role of change leadership is very important in helping organizations overcome the challenges of change and achieve their desired goals. According to Wibowo (Setialana, 2014) the role of change leadership consists of some aspects.:

a. Creating effective work interactions

Good work interactions are seen in how a subordinate performs their job well with

minimal risk of errors. To establish such work relationships, leaders need to possess attitudes that are implemented within the organization they lead. The first attitude is to appreciate them in everything that their members have done. Appreciation relates to how leaders do not prioritize their ego and can develop a climate of friendship among their subordinates. The second attitude is that leaders show empathy. Empathy can enhance a sense of ownership and trust in the organization that members are part of. From this perspective, it will foster self- confidence, and eventually, the performance of members or subordinates will improve. And the third is to be sincere. This can be understood as leaders being open to new ideas and willing to help. They will strive to check suggestions from everyone.

b. The role of leadership in empowering management functions

In conventional organizations, a leader is at the top of the pyramid while their subordinates are below. This means it follows a top-down pattern. Hence, the leader gives full authority in commands and subordinates act as executors. The role of change leadership creates an empowering atmosphere for subordinates so that work patterns can occasionally place workers above and the leader as a supporter and fulfillment of the subordinates' interests. The role of leadership is to set an example. Leaders essentially have the ability to influence their members. Therefore, in leading change, they serve as role models for their members.

c. Influencing other people

The task of a leader is to mobilize the human resources within the organization to initiate change. Change leaders are expected to create a sense of urgency and enhance readiness for change.

d. The role of leadership in building a team

Leaders of change play a role in leveraging and utilizing the potentials that exist within teamwork. Organizations undergoing change need a force that is achieved through teamwork.

e. The role of leadership in decision making

A change leader must have the ability to diagnose what the needs for change are in the organization. The accuracy in determining the needs for change within the organization will significantly influence the effectiveness of the resolution of challenges or problems faced by the organization. These needs also involve the role of members. This is because they are agents of change.

f. Making empowerment a "way of life"

The process of transformational leadership discusses how human resources within the organization maintain a consistently productive orientation through leaders who

encourage and empower their members.

g. Building commitment

Leaders play a role in fostering trust among their members. This trust generates a commitment to sincerely give their best to the organization. Organizational changes bring new cultural aspects; if they are not enthusiastically embraced by all stakeholders, the organization will lose the opportunity to keep up with the times. The role of leadership in change can be summarized in three main roles: they are planners, organizers, and motivators for their members. Leaders, in influencing the process to achieve better changes, must be able to measure and diagnose what the organization needs

CONCLUSION AND RECOMMENDATION

Leadership in change for improving the quality of education is an effort by the chairman/leader to create a change in education from a condition that was initially poor to a better condition or an organization that is already good but shifts its status to become the best. This is achieved through empowering all components so that they have a sense of loyalty to work towards education. A change leader should at least possess the integrity requirements that include: formulating plans, making decisions, influencing skills, change orientation, and communication skills.

In general, the approach to change leadership consists of three approaches: transactional, situational, and transformational. Leaders strive to adapt to the developmental conditions of their subordinates. Meanwhile, the styles of change leadership consist of commanding, affiliative, coaching, democratic, pace-setting, and visionary leadership. Change leadership has several roles: creating effective work interactions, empowering management functions, setting an example, influencing others, building teams, decision-making, empowerment as a way of life, and building commitment.

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