

**VALUE-BASED LEADERSHIP WITH WORK CULTURE
IN ATTAINMENT SCHOOL PURPOSE
(CUANTITATIVE RESEARCH IN VOCATIONAL HIGH SCHOOL
DISTRIC SUMEDANG INDONESIA)**

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ABSTRACT

Education process taking place in school full of value, interaction teacher-student, teachers, pupils, and other member must refer to philosophic value of education, where orthogonal transformation of science, position and skill happened.

Effective leaders are comfortable with values. They are true to their own values, while helping others articulates what they value. Effective leadership taps into people's core values and ensures everyone is striving toward the same goal.

Value-Based Leadership development is aimed at all leaders and potential leaders in the company, and anyone who wants to develop their leadership skills is encouraged to do so. Told by Headmaster that value in self must be owned by leader, the value taken away from religion value and value dug from life in public.

Achievement reached by member of school is pride for all member of school, achievement emerging either in school scope and also outside requires attention from headmaster as leader. Attainment main key of purpose of school is realized to stays at headmaster hand, there are some thing expressed in framework how purpose of reachable school.

KEYWORD

Value-Based Leadership, Commitment, Personal Values, Job Discipline, Job Attitude, Job Relation, Quality of Job, and Goals Attainment

INTRODUCTION

School as a organization is organization that is free not with value, as education organizer where school does education process to yield mans who educated of inseparable value thereof. Let us sees how result expected from an education process, like told in inviting Sistem Pendidikan Nasional. In Law No. 20 the year 2003, about Sistem Pendidikan Nasional. Section 1 article 2 mentions that: " Minister of National Education is education which based on Five Principles and Constitution of Republic Of Indonesia State The year 1945 rooting at religion values, national culture and listens carefully to epoch change. And purpose of education formulated in section 3 as follows : "... aim to grow it educative participant potency in order to become man who is religious and having god-fearing to The one supreme God, having behavior glory, healthy, bookish, capable, creative, self-supporting, and becomes democratic citizen and having responsibility. So education philosophy of Indonesia based on Five Principles philosophy also is Indonesian nation philosophy of itself. Education process taking place in school full of value, interaction teacher-student, teachers, pupils, and other member must refer to philosophic value of education, where orthogonal transformation of science, position and skill happened.

Demand of all sides to improvement quality and education relevancy of excelsior there is free computation, progress of science and technological and requirement of industrial world which more and more global. In this case is expected education institutes and industrial world cooperates in applying principle link and match, on the basis of awareness that intrinsically school from public and public One of effort to increase quality and relevant vocational education is improvement of interrelationship and correspondence (link and match) in its

realized in a model so-called Pendidikan Sistem Ganda (PSG). Education of Multiple System is a form of the management of vocational education, what all systematically synchronized education program in school and learning program through activity of direct to work at directional relevant work area to reach domination of ability of certain expertise. PSG itself aim to: 1) Made certifiable labor that is labor having level of knowledge, skill and job(activity ethos matching with work field demand. 2) Tightens interrelationship and correspondence between SMK and job(activity world. 3) Increases effectiveness and efficiency process education and training of certifiable labor. 4) Gives confession and appreciation to job experience as part of education process.

Orientation of Research discussion which will be done not at link and the match self however how component leader of vocational high school decomposes preparation process of student through settlement and usage of source of energy? Powers owned with individual value in to teacher individual values, the other student and energy component in school. Other component is how job culture is waked up through settlement and expansion of organization value meant.

STATEMENT OF PROBLEM

Based on result of identification of problem, formulated problems becoming research starting point as follows:

1. How leadership influence bases on value to activity culture?
2. How leadership influence bases on value to attainment of purpose of organization?
3. How values influence personal held by headmaster in the leadership to position of activity member of organization of school?
4. How values influence personal held by headmaster in the leadership to activity discipline member of organization of school?
5. How values influence personal held by headmaster in the leadership to quality of activity yielded every member of organization of school?
6. How values influence personal held by headmaster in the leadership to patterns the relation of activity in organization of school?
7. How commitment influence held by headmaster in the leadership to position of activity member of organization of school?
8. How commitment influence held by headmaster in the leadership to activity discipline member of organization of school?
9. How commitment influence held by headmaster in the leadership to quality of activity yielded every member of organization of school?
10. How commitment influence held by headmaster in the leadership to patterns the relation of activity every member of organization of school?
11. How position influence of activity to attainment of purpose of organization?
12. How activity discipline influence to attainment of purpose of organization?
13. How influence quality of activity to attainment of purpose of organization?
14. How pattern influence the relation of activity to attainment of purpose of organization?
15. How value influence personal to attainment of purpose of organization?
16. How commitment influence to attainment of purpose of organization?

17. How leadership influence bases on value to attainment of purpose of organization through position of activity?
18. How leadership influence bases on value to attainment of purpose of organization through activity discipline?
19. How leadership influence bases on value to attainment of purpose of organization through quality of activity?
20. How leadership influence bases on value to attainment of purpose of organization through patterns the relation of activity?

PURPOSE OF STUDY

Intention of research activity which will be done is as follows:

1. To know how leadership bases on value implemented by headmaster.
2. To know how individual base values and organizational basis value colors leadership implemented by headmaster.
3. To know how job culture can be built in school marked with existence of position of job, job discipline, quality of job, and patterns the relation of job.
4. To know how leadership influence with value bases and job culture to attainment of purpose of school.

THEORITICAL BASED

Rasulullah saw. bersabda:

«هُلِهُ وَهُوَ كَلُّكُمْ رَاعٍ وَكَلُّكُمْ مَسْئُولٌ عَنْ رَعِيَّتِهِ الْإِمَامُ رَاعٍ وَمَسْئُولٌ عَنْ رَعِيَّتِهِ وَالرَّجُلُ رَاعٍ فِي أَرْضِهِ وَالْمَرْأَةُ رَاعِيَةٌ فِي بَيْتِ زَوْجِهَا وَمَسْئُولَةٌ عَنْ رَعِيَّتِهَا وَالْخَادِمُ رَاعٍ فِي مَالِ سَيِّدِهِ مَسْئُولٌ عَنْ رَعِيَّتِهِ»

The greatest legacy given to me by my father was the importance of values. Many times, I hear people debating whether values come in the way of success. There is no merit in that debate. Values not only help in achieving success but also make success more enduring and lasting. Values can help establish business or career purpose. Values combined with a powerful vision can turbo-charge us to scale new heights and make us succeed beyond our wildest expectations. (Value-based leadership Azim Premji 13 September 2002).

Effective leaders are comfortable with values. They are true to their own values, while helping others articulates what they value. And they take a straightforward approach to dealing with value conflicts. In fact, leadership based on value could serve as a strong anchor in turbulent times. It provides leaders with the courage to stand up to any distractions along the way. The strong desire to move ahead could at times tempt businesses to cut corners or bend the rules. However, values will keep leaders from going astray and essentially provides us with an internal discipline that is very much needed in today's corporate environment. (January 7, 2004 By Ching Yew Chye)

Effective leadership taps into people's core values and ensures everyone is striving toward the same goal. The Motives, Values, and Preferences Inventory (MVPI) are used to identify four values clusters, each of which produces an explicit managerial character. The four approaches offer a framework for understanding how management character directly influences work group productivity and commitment. Studies indicate that the most effective leaders are

those whose values are most like those of the organization. In the absence of shared values the leader-follower relationship deteriorates. A sidebar article discusses the 10-point Motives, Values, and Preferences Inventory, a psychological inventory used for managerial selection and development. (Fernandez, Jorge E.; Hogan, Robert T. 2002)

Values exist in every workplace. Your organization's culture is partially the outward demonstration of the values currently existing in your workplace. The question you need to ask is whether these existing values are creating the workplace you desire. (Susan M. Heathfield : 2000)

Leaders of all civic and cultural enterprises, and especially those of entrepreneurial and grassroots groups, bring their unique qualities and worldviews to the job. Some have an inclination to burrow deeply into a specialty and amass a deep well of knowledge or skills in a particular field. Others seemingly drift or crisscross between professions or disciplines and sometimes play an important role as innovators or connectors of ideas and resources. Still others build empires—collections of various related functions under one umbrella. (Tom Borrup: 2004)

Job culture: a values making guidance of SDM to face problems of external and effort for adjustment of integration into organization, so that each member of organization must comprehend the values and how they must act and per me. (Ben Gray : 2007)

Effective leadership which during the time has been done many CEO and manager whole world, be related to motivation, expansion of individual potency, and forming of team which solid. But, that is just insufficient. Ability manages crisis, change, and does growth, becomes dominant demand in leadership. Leadership requires not even skilled, but also inspiration, wisdom and commitment. (christine@indosat.net.id : 2008)

Commitment is strength having the character of relative from individual in identifying involvement of self in to the part of organization. This thing can be marked with three things, that is: 1) Acceptance, receiving to values and purpose of organization. 2) Readiness and except ness to try very seriously on behalf of organization. 3) Desire to maintain membership in organization (becomes part of organization). Porter (Mowday, dkk, 1982:27)

Productive job culture as value system measure contains components owned an employee namely: (1) understanding of ground substance about meaning works, (2) position to work and work area, (3) behavior of when working, (4) job(activity ethos, (5) position to time, and (6) way or equipment applied to work. Increasingly positive assessed the culture components owned by an employee hence the performance excelsior would, ceteris paribus. (Moeljono, 2004)

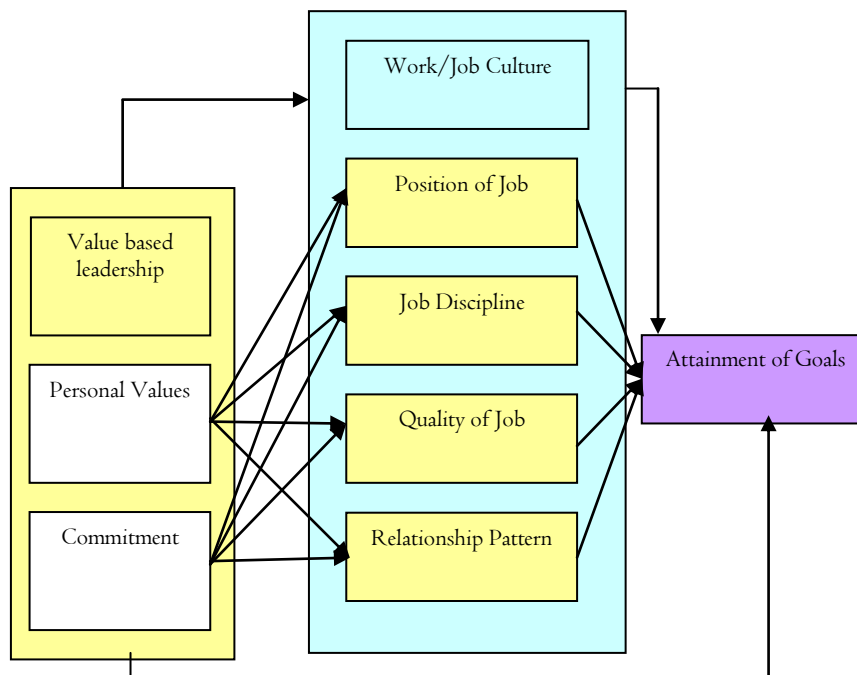
Value-Based Leadership Development is aimed at all leaders and potential leaders in the company, and anyone who wants to develop their leadership skills is encouraged to do so. (Thomas R. Martin : 2004)

METHOD

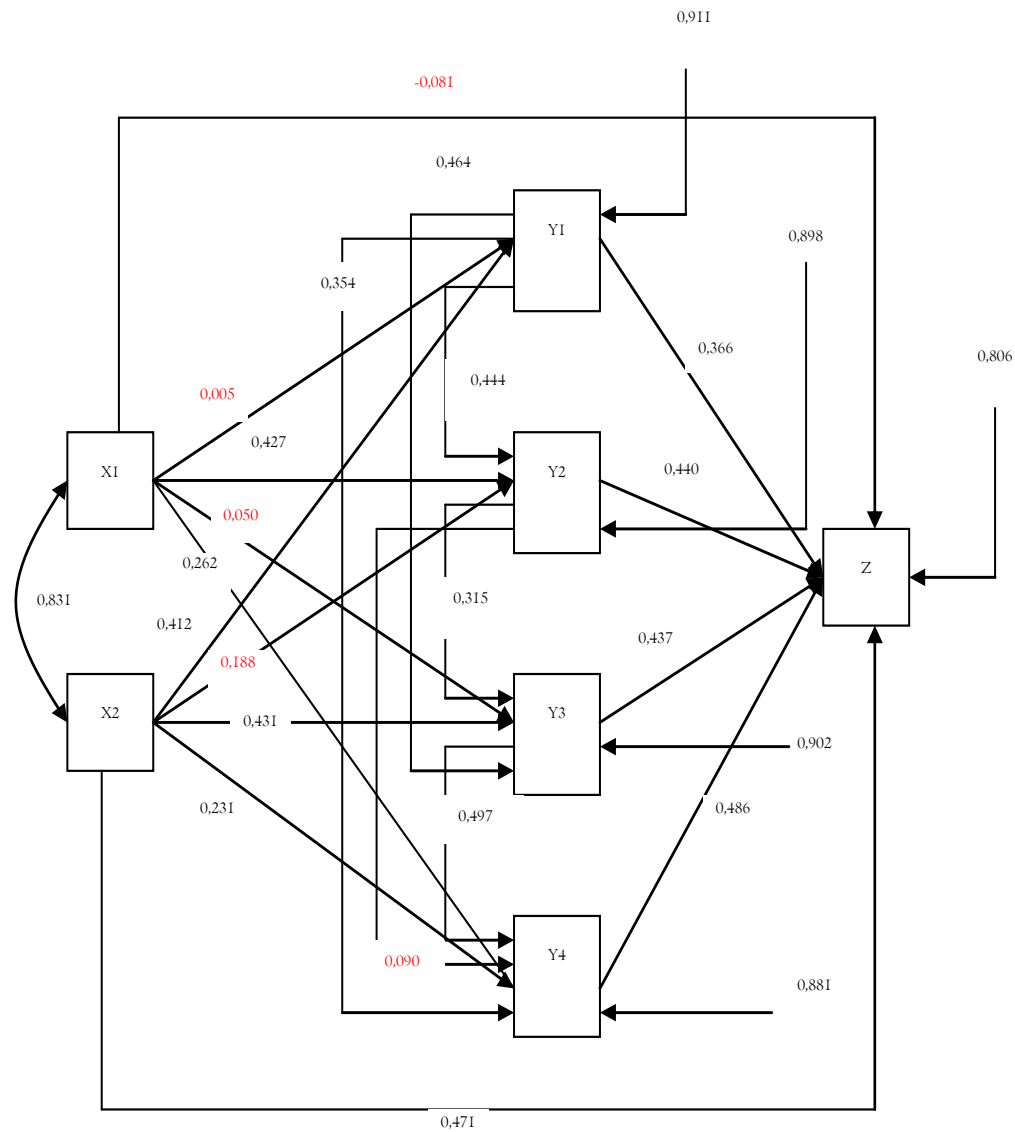
This research lays open about components in value-based leadership and job culture in attainment of purpose of school in SMK district Sumedang. In this research variable that is accurate is basis value, commitment, position of job, job discipline, quality of job, and patterns the relation of job(activity, and attainment of purpose of organization. As for becoming object in this research is teacher. Approach applied in this research that is quantitative. This research becoming the population is Vocational High School which amounts to 33 schools.

Location of This research resides in region Sumedang, this thing is based with the region characteristic and population numbers magnitude in this region. As For Data source in research is subject where from obtainable data. Becoming this research data source, be primary data source is obtained through spreading of questioner to SMK, secondary data is obtained through interview with headmaster.

MODEL RESEARCH VARIABLE RELATIONSHIP



RESULT



VALUE-BASED LEADERSHIP

Told by Headmaster that value in self must be owned by leader, the value taken away from religion value and value dug from life in public. Value dug from religion value must color every behavior emerging in school life, because every behavior of headmaster will become focus and artificial for member of school. Some findings from result of interview with Headmaster about value in leadership is translated [by] like following: 1) a leader must have integrity is height getting trust from led by it, integrity translated as one strengths of which can unite overall of component in organization becomes one system which is sturdy especially dating from support from of all member of organizations. 2) Wise is key from a headmaster (wisdom=equal), fair and wise mean a leader is translated to has sense which is high so that is eye and feeling of member there is no special or abundant

treatment just for certain people or certain group in school and fair in delegation of duty and authority and rights which must be received all members. 3) Gives is happiness, for a leader (Headmaster) can give a talk on something which is of benefit to member of is happiness.

Happiness not must always sees success of member of school to do duty but more basically is how happiness felt by all member of school because effort for leader. 4) Protect, learns, and transfers science is part of which is not locked out of position of Headmaster as leader of in school. 5) Value is characteristic or norm, thus headmaster must have characteristic or norm as leader of the school and characterization can adopt and presents for and organization importance. 6) Potency, personality owned by someone which can be made base in determining, position and acts said value must stick in Headmaster self. 7) Norm, order that need to be obeyed owned and meant and is made reference of all member of organization. 8) Position, behavior of in all life aspect and various situations that's express morale, ethic/religion which can be byword people in the area is especially people who are led [by] it. 9) Ahlak/morale which height applied in everyday behavior by all member of organization of school. 10) Position of Morale a leader in implementing the duty is authorized capital steaming from religion and life in behavior of the leadership.

Like that, answers which can be mustered from Headmaster with value and norm personal which must stick in self a leader in school, the value and norm especially must can be implemented into everyday life in school especially its(the bearing with work becoming its(the responsibility does in position of job, job discipline, yields work that is with quality and relationship patterns built either with student, teacher or member of other school.

Other thing told by Headmaster is commitment of commitment told as capital in the effort attainment of purpose of school, commitment each and everyone in school is required to be able to yield graduate that is with quality. According To Commitment headmaster can be built through things following: 1) Does dialogue with teacher, staff arranges business, school committee and other school component and gives guides to purpose of which will be reached school. 2) By delegating some of authorities to member of school causing is obtained trust and grows self confidence taste. 3) Orders that are clear will give motivation to member of school to have circular intention and reality effort. 4) Meeting openly hereinafter about orders agreed on. 5) Meeting activity, formal communications and informal dialogue. 6) Pass deliberation in decision making. 7) Cooperation and togetherness, discipline. 8) Leadership strength which can be byword. 9) Effort for leader of in reaching purpose. 10) Positive positions from leader and effort in implementing leader duty carefully. 11) Guidance to purpose of which wish to be reached and cooperation. 12) Explanation and invitation that educating is glory duty. 13) Work structure that is clear and improvement of prosperity of member. 14) Stabilization of spirit high job.

Success in applying of value and norm in school having concordance with value and organization norm of school started from habits of either from leading it. It Is So Said Headmaster that good habit is form of behaviors emerging in life

of school lifted from norm and life value, religion, and having state. Good habit in working especially emerges in life of school started from efforts done, that is covering processes as follows: 1) Transfer of science and gives example about handling of problems faced, directive about values which must be implemented by man especially about problems life and life. 2) Byword; comes earlier, most recently return, in finalizing a work of there are coordination. 3) Open to all (especially at teacher, administrator, and student). 4) Says greeting, way of speaking between persons. 5) Having deliberation in finalizing problems. 6) Communications, confirmation, and co-ordinates for execution of work. 7) Behavior and action that is along in parallel. 7) Self-Discipline and discipline in working. 8) Does work candidly

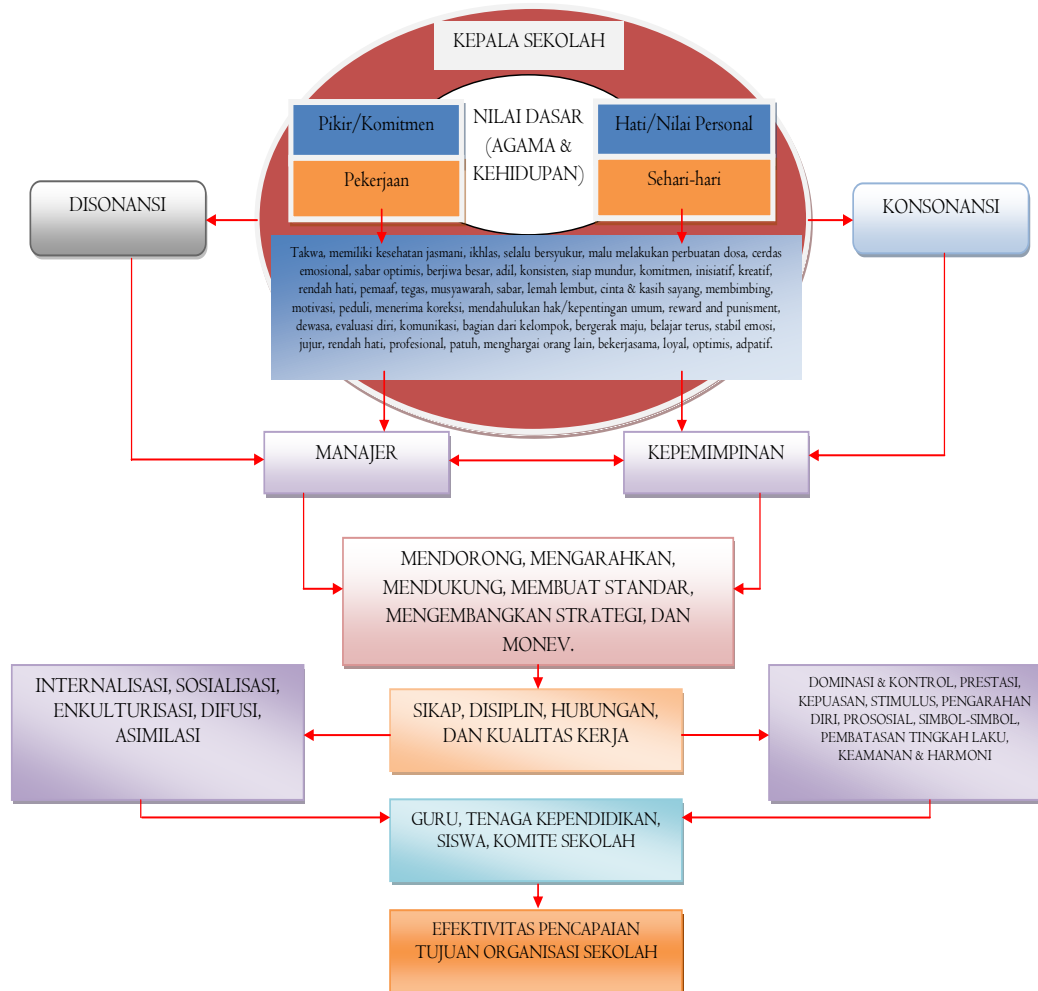
JOB CULTURE IN SCHOOL

Achievement reached by member of school is pride for all member of school, achievement emerging either in school scope and also outside requires attention from headmaster as leader, finding which result of interview with headmaster appreciation is emerging when like following: 1) If teacher and supporting administration implements the profession is truly, clever, bright succeeded, and makes educative participant become man who is valuable and is of benefit to the life. 2) If student got success the education and we can serve them very seriously. 3) If only teacher, administration supporting, student diffraction executes and complete of teaching-learning as according to hope. 4) Adjacent life, compact, be each other esteem and can cooperate in finalizing duty. 5) When all teachers and member of school fulfills all obligations and receives all the rightness. 6) Given trust and responsibility to lead them. 7) Executes the duty and responsibility is carefully and receives the rights. 8) Shows achievement for the institute and public. 9) Works along in reaching purpose of school. 10) Works along and bears things which innovative. 11) Teacher can work carefully, pupil reaches achievement expected, arranges business can support school job. 12) When all school components can implement the duty is carefully and correctness. 13) There is cooperation and is each other respect. 14) Togetherness in reaching purpose of school

ATTAINMENT OF PURPOSE OF ORGANIZATION

Attainment main key of purpose of school is realized to stays at headmaster hand, there are some thing expressed in framework how purpose of reachable school. The things covers: 1) Motivation, human resource and material, innovation, and cooperation. 2) Spirit [of] togetherness in execution and attainment of purpose of school. 3) Facility, solidarity in working, mutually understanding one another, openness, and taste in the same boat. 4) Has intention to apply the wrights, clever reads situation, trust, and communications. 5) Student input selected, takes care of quality of teaching-learning, develops student creativity and teacher, always increases study facility, and takes care of harmonious the relation of all member of school, implements duty as according to the job. 6) Motivation, human resource and material, innovation, and cooperation. 7) Implements duty as according to fundamental duty and the function in school. 8) Executes leader duty carefully, does study carefully and school order stand.

From above solution is developed a leadership model to base on value based on possible strength and weakness in every variable:



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