

A Combination The Prophetic Leadership (L1) With The Ki Hajar Dewantara Leadership (L2) For Reinforcement The Bureaucratic Reformation Results

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Abstract

The combination of prophetic leadership and trilogy leadership concepts is called as *neo-prophetic leadership*. The *neo-prophetic leadership* covers prophets characteristics and Dewantara's teachings. Combining two leadership models -then becoming L1L2- is believed able to increase result of bureaucratic reformation. The combination referred to descriptive and prescriptive theories which were developed from theoretical and empirical perspectives. In this writing, L1 as a symbol of Prophetic Leadership, and L2 as a symbol of Dewantara's Leadership which he is a bringer of leadership trilogy teachings. This is a leadership prescription that derived from eternal universal values *-prophetic-* while still maintaining local wisdom values *-trilogy-* which its effectiveness detail explained descriptively. L1L2 need to be tested by leaders and placed in the organization as a laboratory to try out.

Keywords: bureaucratic reformation, prophetic leadership, trilogy leadership, the effectiveness

1. Introduction

There are many leadership concepts were offered by experts in order to improve bureaucracy. The concepts as views with its based on theoretical and empirical studies each have its strength as well as its weakness inside. Generally, theoretical studies with they own perspective have strength on it depict the concepts more inclusively and universally where users' entities to these already know. As for the weakness, theoretical studies are not always supported by empirical evidences which are developing dynamically and its consequence that these theories are categorized as out of date, expired theories. For empirical studies they have own strength on data based explanation and research finding, as for the weakness are limitation on magnitude of its generalization, not representative nor sustain on changing society.

Ideally, there should be a prescriptive leadership theory, not only those of descriptive. The prescriptive leadership theory is emphasizes such as a formula which is based on diagnostic result in order to lift organization health. As for descriptive theory is more emphasizing on explanation of leadership phenomena in an organization. In line with bureaucratic area that covers of organization, governance, regulations, apparatus, supervision, accountably, public services, and pattern of work culture are need a sustainable leadership prescription which is capable to overcome the dynamics of changing era. In other word,

it is a leadership prescription that is derived from eternal universal values while still considering well-maintained local wisdom.

A prophetic leadership is believed to have universal values and be able to overcome the time dimension. The trustful can be trusted, intelligence, and openness are representatives of positive natures that every leaders need to have. The prophetic leadership can be seen as a combination descriptive and prescriptive theories. So is Ki Hajar Dewantara's leadership trilogy that consist of three principles, are: in front of being role model (*ing ngarsa sung tuladha*), in the midst of building enthusiasm (*ing madya mangun karsa*) and unrelenting motivation (*tut wuri handayani*). The trilogy was born from educational consideration in order to optimize educational aims with its contents are flexible and universal that can be applied in many kinds of organizations.

Departing from the descriptions above, the writer intends to build up leadership concepts by combining Prophetic Leadership Model (L1) with the Leadership Trilogy of Ki Hajar Dewantara Model (L2) and theirs' effectivity to increase the achievement of bureaucratic goals. Measures of success of civil service (bureaucratic) are: no corruption, no violation, National and Regional Government Budget are on the right track, all programs are well done, all business permit finished quickly and precisely, public communication went well, effective and productive use of time, consistent in implementation of reward and punishment, and real development result.

All of the measurement above are effects of which are conducted by human resources apparatus (HRA). Therefore, HRA is a core area that need to be developed by such ways to turn on synergy to others related areas. HRA as the men behind the gun of bureaucratic reformation are subjects as well as objects in organization leadership. L1 and L2 are considered as sufficient leadership model to produce advanced HRAs to lead the organization wheel in the Bureaucratic Reformation Era (BRE).

The Prophetic Leadership (L1)

It is a leadership model which is conducted by prophets in guiding their follower. Abioje (2010) wrote in his article that " some scholars speaking of prophets as moral revolutionaries....". As leaders, prophets lead the followers based on their own inherent natures as well as absolute prerequisites for all prophets. *Siddiq*, is the trustful; *amanah*, is can be trusted; *fatonah*, is intelligent, and; *tabligh* is openness in convey teachings, are universal natures of prophets. Prophets in implementing leadership was not based on lust, as Turpin (2005: 15) emphasizing that *prophetic leaders are people of prayers and worship, they live to close to the heart of God and listen for what He has to say*. In recent time, there is no prophet more, but not least people inherited prophets characters. Of course, they are worthy of leadership mandate, including leadership in BRE.

Among prophets and leaders, Muhammad Prophet was recognized as the most successful leader then another leaders. The successful was believed represent his characters. As Ratnawati said (www.baktinusa.com), Muhammad prophet able to combine two leaderships in one body, as a religious leader as well as world leader. Exemplary true leadership attached to Muhammad Prophet as holistic, accepted, and proven leader. Stated as a holistic leader because of his ability to develop leadership in various field including self development, business and entrepreneurship, harmonious household life, get along well community, dignified political system, moral and lightning education system, be fair law system, telling right defend strategy and ensure safety and citizen protection. Stated as an accepted leader because of he was believed by more than one billion and three million of human being in the world. And stated as a proven leader because of already

proven since fourteen centuries ago up to date still relevant applied. Still relevant “to synergy and to attain proper decision making quality” in present time (Muhammad, 2015). And also it was inline with Bachtiar (2016) wrote in his book which bring past nuance prophetic comparing to modern condition at recent time. Rusdi (2021) also stated that a prophetic leadership with its four characteristics (honest, trustful, smart, deliver the trust) is effective to overcome the crisis of leadership in recent now.

Even in modern leadership theory these characters are needed to produce good leadership including leadership in BRE. If in BR, HRAs expected that they are those with integrity, neutral, competent, capability, professional and high performance, then, of course, these expectations can be realized by people who have prophetic nature. Trustworthy people due to integrity, because trustworthy is words proven by deed, not only talk but also action. People who can be trusted must be neutral and able to give a sense of security for who giving trust (government), superordinate peoples, coordinate peoples, subordinate peoples as well as stakeholders. So is, openness in convey anything, it means they convey well what must be said to others honestly to whose entitled receive information. This traits is in people who are capable, that means people with high performance and good character. Intelligent trait is needed for all leaders to run leadership professionally and to uplifting spirits of subordinates so they have high performance. A combination of these four qualities if attached to the leader and those who are led can be a guarantee the BR will go well. The problem is how to transform these qualities then those becoming characteristic as well as a platform and leadership paradigm in BRE. Efforts to transform traits are more related to methodology side which will be discussed later.

Ki Hajar Dewantara Leadership (L2)

As a teacher, Ki Hajar Dewantara develops his teaching for the importance of planting values in educational process. The teaching has three dimensions (in front gives a conduct manner model, in the middle gives an initiative and motivation, and in behind gives encouragement). The dimensions determine what teachers (leaders) have to do. Therefore his teaching was called as Leadership Trilogy (three principles). In later development, the trilogy was compressed only one principle remains namely *Tutwuri Handayani* (it means that teachers have to give encouragement to students), and it became a motto symbol at Education and Culture Ministry of Republic Indonesia. Disappearance the first of two principles actually a problem that need to be questioned, but never questioned. Nation character problems that depart from education can be tracked from the lack of two of the first leadership principles. Should be suspected, negative condition in the bureaucracy is a part of cumulative effects of the absence of Dewantaras’ two principles. But nevertheless, even though two principles are missing, to arousing work morale in organizations anywhere, Dewantara’s teachings is still valid.

The Strength Leadership (LI)

Prophet in carrying out his leadership is not based on lust and ambitions but based on revelation. Therefore he guarded by God, keep clean and always on the right path. If a leader always guarded by God as received by prophet, therefore it was believed that prophetic leader as a It perfect leadership model. It covers others leadership models. It covers eternity values and relevant throughout the ages. Here, just what to do a leader explains with contemporary languages which are easy to accept to people in accordance with development of knowledge as well as terminology towards perfections.

Eternal truth as a prophetic leader backrest is main power in carrying out leadership. History proves, even in the early days he faces rejection and strong resistance from most of the community but in the end at the certain point born of their awareness that “this” the right one and needs to be followed.

The Strength of Leadership (L2)

There was an assumption that L2 more as a local wisdom and the Javanese nuanced. The assumption comes is caused by the bringer of teachings who was coincidence a Javanese figure and of course very familiarized to Javanese culture. Ki Hajar Dewantara who name's origin Suwardi Suryaningrat was initiator of The Leadership Trilogy. In L2 was introduced also Three Con (concentrate, continuity, convergence) to educate students as potential nation leaders. Although origin of this ideas was from local wisdom but cover universal values. Anyone and in any organizations when he/she a leader should be a personal model with good manner (first logy), and anyone in any organizations when he/she a leader should be develop initiative and motivation (second logy), and anyone in any organization when he/she a leader should be arousing encouragement (third logy).

Universality of values that seem very simple in L2 is a power to arousing organizational synergy. From these values, organization can learn. It was a lesson learnt to become a learning organization. It is not difficult for leaders in modern era to elaborate L2 in order to develop organisational and bureaucratic performance. Is not that developing initiatives (BR) are always comes from top leaders? From this seen clearly that L2 not lose relevance among others leadership models which continues to grow.

The Strength of Combine (L1L2)

Combining or synthesizing L1 with L2 become L1L2 it does not means that the absence of one will weaken the other one. L1 has own strength so as L2 still has its own advantages. However, in Indonesian context, lift only K1 will bring with consequent on sectarian and fundamentalism budgeting. In opposite, if we have enough with L2 therefore bring with consequence being assumed as sectorial fanatic as well as ethnocentrism. Therefore, the combine L1L2 can be placed as neutral concept while maintaining each others strengths. Combine L1L2 that is blending between prophet characters and leadership trilogy will make easier leaders to carrying out leadership in order to BR. L1 is more emphasizing in "what" dimension while L2 more emphasizing in "methods" dimension. Anyone (leaders and also who are led) and in any organization, when in front position as well as in the middle or in behind still requires prophet characters which are universal. L1L2 are inspirations in carrying out perfect leadership in order to gain BR. L1L2 are inspirations for BR.

The Area and Result of BR

There are eight areas of BR and nine success standards of BR products. The areas BR consist of: organization, governance, regulations, human resources apparatus, controlling, accountably, public services, and work culture. As for success standards of BR these are: no corruption, no violation, good budget at national level as well as regionally, all programs well accomplished, using time effectively efficiently as well as productively, business licencing issued in right time, well done public communication, consistency in reward and punishment implementation, and real development results. It is expected, by BR all of organization will right size and right function, system as well as procedure and working processes clearer, effective, efficient and can be measured as good governance principles, have good and conducive regulations and its not overlaps, born human resources with good integrity, neutral, competent, professional, high performances and prosperous, increasing clean and good governance as well as free of corruption-collusion-nepotism, increasing in capacity and accountably bureaucratic performance, prime services as community expected, formation thinking pattern and working culture with integrity and higher performance.

Based on nine successful standards of BR therefore real steps easily realized because of the clear measurement. L1L2 will be very helpful to realize BR because of in line with Indonesian culture and theirs

paradigm thinking which are fidelity, true to promises and obeyed to leaders, therefore so exemplified figures are needed to determine successful program. As good as anything BR concept, it will not effective if not supported by good leadership. L1K2 is a quality of good leadership, and by scientifically and naturally will helpful BR implementing in all bureaucratic levels.

The Effectiveness of L1L2 to Increase Achievement of BR Result

As a representative of universal characters leadership, L1L2 is believed as very effective model to increase BR results. As its explained above, L1L2 is very effective to supports BR results. If effectiveness connoted to results (quality and productivity) its believed L1L2 able to be leverage performance quality and productivity of bureaucratic apparatus at all organizations levels. Transforming prophetic characters in a frame of leadership trilogy then the emphasis on empowering leaders human resources and who are led are clearer, and by role model leaders, total synergy will occurs in all levels organizations. The organization will more dynamic, the governance will more open as well as more organized, the law regulation will be more understood and being internalized, bureaucratic apparatus will work optimally according to their duties, controlling will grow in the form of self-controlling (grow from the heart), higher accountably, public services are increasing, and working culture pattern will be better because of mind set lifts to higher level due to learning organization growing simultaneously.

If total synergy has occurred based on prophetic characters in leadership trilogy frame, therefore in this nation will no corruptions, no violations, national and local government budgeting will be better in absorbing and no leaks, all programs accomplished, business licencing issued in time properly, public communicating well done, efficient and productive in using time, reward and punishment implementing consistently, and development results are real. The successful believed comes true because of both those who are led and those who are leading have grown awareness from their heart and try to put each of them always in path ways (*shiddiq*), can be trusted and never lie (*amanah*) these are keep the mandate well, open and accountable that means convey what need to be said (*tabligh*), and being part of learning organization to stay smart (*fathonah*).

Conclusion

As a renewed old ideas (then called as *a neo-prophetic leadership*) will seem strange on people mind who do not want open up. Rejection from various parties to L1L2 concept is a challenge must be faced. Therefore, graded socialization from top down is worth doing. The leaders need to understand first of L1L2 concept, then bring it to live up and practice it. Through understanding and practicing sustainably will encourage birth of inherent mechanism in character building of organization members and guilty feeling always appears if not doing good. Finally, L1L2 implementation will lead increased massif capability, it means that all of organization members' competence (c) and character (ch) will develop, where c + ch are capability forming elements. As a prescriptive theory, L1L2 need to be tested by leaders and placed the organization as a laboratory for character formation. Willingness to test effectivity of L1L is one of proof commitment of leaders to realize BR. Through L1L2 implementation, BR become more real. So, just try it.

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