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## Leadership and challenges in covid 19 pandemonium

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### ABSTRACT

For Indonesia, the COVID-19 virus is a challenge with very high complexity, thus it requires quality leadership and is able to face the complexities of leadership that is able to deal with situations like today. Currently the government has made a policy in the form of PSBB as a solution to limit and suppress the transmission of COVID-19, so consistency is needed both in its implementation. Without consistency, the implementation of the bureaucracy will be chaotic without direction, and can reduce public confidence in the government. There is an implied meaning that the leader is not born biologically but ideologically forged. Therefore, a leader develops and is formed from a socio-cultural background in a society. In another way, environmental conditions that can directly shape the character of leadership in a society. The more complex a social life system is, the more leadership is needed to adapt and to overcome the complex challenges.



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## Introduction

In mid-December 2019, an outbreak occurred in the South Chinese seafood market, precisely in the Wuhan area, Hubei Province, China, the new Corona Virus, hereinafter referred to as the COVID 19 (Corona Virus Disease) Virus, the corona virus spreads to many people in several countries in Indonesia. at the same time and is increasingly significant and sustainable globally to 114 countries. The Covid-19 pandemic certainly has a very broad impact in various areas of human life today. Not only cause health problems but also give impact to problems in the fields of education, economy, social and so on.

The Covid-19 pandemic has crossed 209 countries and has destroyed the joints of human life with dignity, from health, education, socio-communication and socio-economy, it even touches the dimensions of religious implementation. Therefore, the quality and capacity of leadership are ideal and highly expected by all leaders and potential leaders in various external and internal sectors, both in the public sector (government), the private sector, and civil society.

For Indonesia Virus COVID-19 is a very complex, global epidemic that has a high level of complexity for all regions in it. As a plague, it is a health issue. However, because the rate of transmission is very fast in almost all countries in the world, it is very influential with social, political, economic, transportation, and so on. As a problem with a high level of complexity, it is very necessary to be able to respond immediately and a fast approach, precisely in solving it.

The leadership is expected to provide quality in various aspects, both in the fields of education, development to the regions so that they can deal with the complexity of existing systems / problems. Both

directly and indirectly because of the heavier demands of the challenges of change that are in front of us. Bring a very big influence for the future Leader.

## Literature Review

According to Kristiawan (2017) Leadership is the ability of a person or a person's effort or team or group to be willing to work together to carry out the tasks that have been given to him and be able to encourage people to do better and minimize negative behavior and be able to develop and utilize the potential resources in an organization. to achieve common goals. Leadership is a quality of work activities and interactions within a group (Aziz, 2011). In this study, leadership becomes one of the research focuses because leadership is the most important person who has a very big role. Leadership is a driving force in determining the direction of policy towards school success and education at large (Djafri, 2017). According to Damin and Suparno (2019), leadership is related to the inclusion of all members or followers adapting to a change to achieve individual and organizational goals and actively coordinating tasks necessary to achieve success.

## Method

The research method used is a qualitative method. The use of qualitative methods due to several considerations, among others: 1) Adjusting qualitative methods is easier when faced with multiple realities. 2) In qualitative research the data collected is in the form of picture words. All the data collected is likely to be key to what has been researched. So the research report will contain quotations of data to provide an overview of the presentation of the report. The data comes from interview texts, field notes, videotapes, personal documents, notes or memos and other official documents. 3) Qualitative research requires that the understanding and interpretation results obtained are compared and agreed upon by humans who are used as data sources.

## Results and Discussions

### Leadership and Power

There is an implied meaning that the leader is not born biologically but ideologically forged. That is, a leader develops and is formed from a socio-cultural background in a society. In other ways, environmental conditions can directly shape the character of leadership in a society. The more complex a social life system is, the more leadership is needed that is able to adapt and overcome the various challenges of the existing complexity. Leadership is also closely related to power. The great thinker of classical sociology, Max Weber, said that authority is legitimate power that one can use to rule others. Max Weber divides this power (authority) into three, namely (1) traditional authority, (2) charismatic authority,

Traditional authority is, power legitimized by culture and traditions in a particular society. Often, leadership that is born in this traditional authority is in the form of monarchy, where leadership is held by someone who has gained power from generation to generation and is traditionally legitimized by certain communities based on existing beliefs, values and norms. (norms) in that society.

Charismatic authority is power to gain legitimacy based on extraordinary individual abilities so as to produce charisma in front of society and its supporters. Charisma is not born suddenly in a leader, but is formed by itself from extraordinary achievements and personal qualities and is brilliantly present in facing challenges that exist in society. We often hear how charismatic leaders come to bring a change. During the independence era and the New Order era, we recognized charismatic names such as Sukarno, Suharto, B.J. Habibie, Hatta, Syahril, Ahmad Dahlan, Hasyim Asyari and so on. Besides having personalities, extraordinary personal qualities, intellectual abilities above the average of others, also has the courage and strong commitment to bring Indonesia to an independent state. The characteristics of their charismatic leader are not only formal leaders, but also informal leaders such as religious leaders, traditional leaders, and other community leaders who have charisma in front of their supporters.

Legal-rational authority is the power that is legitimized in a modern state which is regulated in the constitution. Leadership in this legal-rational authority results from the general election process, both for the election for president, governor, as well as for regents and mayors. These formal leaders are not necessarily people with charisma, but leaders born from an electoral process in accordance with the constitution. Because of that, we often find that formal leaders born from the electoral process are not charismatic and do not have sufficient capacity as leaders. However, a public leader in a modern democratic system is generally a

combination of legitimacy derived from legal-rational authority and charismatic authority. This condition is what we need to push forward,

### Leadership Characteristics and System Complexity

A good leader must be able to translate a vision into action in order to make changes and improvements in society. Especially facing the current phenomenon, the complexity of the system and the ever-changing problems in society. COVID-19 is a challenge with high complexity, so it requires leadership that is qualified and able to deal with this complexity. Personally, leadership must also be supported by strong and quality personal characters. Kemal Surji (2015) provides a definition of leadership by translating word for word in the word "leadership", which produces a number of leadership characters as follows:

Alphabet	Mean	Information
L	Listen (hear)	Leaders must have the ability to listen effectively. Good leaders are those who can always hear their subordinates, listening more than speaking. "Great leaders are great listeners; therefore, they speak less and listen more".
E	Enthusiasm (enthusiasm)	Great leaders are those who can always show enthusiasm for achieving common goals in society.
A	Aspiring (ambition, aspiration)	A leader must have a strong spirit of ambition and big ideals to be able to realize goals, common goals of building society.
D	Decisive (able to decide, convince)	A leader must be able to make difficult decisions, decisions in difficult conditions, and be responsible in any situation.
E	Empower and Encourage (empower and encourage / provide support)	A good leader is able to give greater responsibility to the community and provide support to them. Great leaders always encourage public participation in every decision they always make.
R	Responsible (to be responsible)	Great leaders have the ability to be responsible for all their actions.
S	Supportive (care)	A good leader always builds interpersonal relationships with anyone, cares about the team, subordinates and society, and is able to build loyalty based on values and meritocracy.
H	Humble (humble)	A good leader, should not be arrogant, always be humble, honest, and make others always appreciated and can be trusted.
I	Inspire with Integrity (inspiration with integrity)	A good leader has a soul to encourage and motivate others, Great leaders always have a strategic plan. A leader must be able to make plans, prepare contingency plans, and be able to translate plans into actions that bring change in the community.
P	Plan (plan)	

### Leadership Facing the Challenges of the Complexities of COVID-19

COVID-19 is an epidemic that creates system complexity and requires a complex approach to resolution. The complexity of COVID-19 is shown by a number of conditions, including (1) the existence of conditions that cannot be predicted; (2) There is no one-size-fits-all answer to the problem; (3) The answer to the problem follows the trends that are born in the situation; (4) Many ideas compete with each other to solve problems; (5) an experimental approach and requires stakeholder consideration; and (6) It takes pattern-based collaborative leadership.

Facing the complexities of COVID-19 requires character and leadership qualities that are able to face situations like now. The need for quality leadership in dealing with the complexities of COVID-19 not only at the national level (president, vice president, ministers, heads of state institutions, education and so on) but also all sectors, both the private sector and civil society who collaborate together in dealing with the outbreak This COVID-19. What kind of leadership character is needed and expected in times like today.

First, the leader who listens. All public leaders at the center (president, vice president, ministers, leaders of institutions, education and competent officials) and regional heads, as well as leaders of the private sector and civil society are expected to have characteristics to always be leaders who are willing and able to listen well to every input. from various parties. "Great leaders are great listeners; therefore, they speak less and listen more. "With the ability and willingness to listen well, a leader will get complete information from various

sources. From this information, a decision on a public policy can be made in a more prudent, participatory and effective way. If the information obtained is limited due to inadequate listening skills,

Second, leaders who have a plan and are able to make the right policies. Every leader at all levels and all sectors must have a strategic plan to be implemented within a certain period of time. This strategic plan is then revealed in the right policies for its operations. In the government context, the strategic plan has been formulated in the RPJP, RPJM and RPJMD. However, in dealing with COVID-19 with a high level of complexity, different planning is needed to follow the trend of changes that occur. This different planning was followed by the issuance of policies specifically aimed at dealing with these emergency conditions. The most important thing is consistency of policy.

Currently the government has made a policy in the form of PSBB as a solution to limit and suppress the transmission of COVID-19, so consistency is needed both in its translation and in its implementation. Without consistency, it will make the implementing bureaucracy chaotic, without direction, and can reduce public confidence in the government.

Third, leaders who are able to control. The ability to exercise this control is very important for a public leader to have. It is true that the modern bureaucracy works effectively as an ordered control mechanism. However, it must be remembered that in the bureaucracy itself there is also the possibility of rebellions in various forms, both caused by weakness of the bureaucracy and dissatisfaction of certain actors in the bureaucracy with public policies created by public leaders. This control ability does not have to be hierarchical, but rather needs to be built through processes that generate legitimacy, both legitimacy into the bureaucracy and legitimacy at the community level. For this reason, orders from a leader who are firm and clear and do not change are needed in the bureaucracy.

Fourth, leaders who are able to communicate well. The ability to communicate is one way to ensure that public policies have good legitimacy in society. A public leader at various levels must be able to convey messages that are straightforward, clear, and understandable to the public and all parties without requiring further interpretation. If the message contains an interpretation, it will become a polemic in itself that can cause a commotion in the community.

Fifth, leaders who are able to build togetherness. Togetherness is an effort that must be built by all public leaders in dealing with the COVID-19 outbreak. This togetherness is built through multistakeholder collaboration mechanisms or methods, given the limitations of the respective parties, including the limitations of the government. The ability to build this togetherness will give birth to collaborative leadership, namely leadership that is able to build multi-stakeholder cooperation to find common solutions, share roles according to their respective functions and authorities, so that tough challenges like COVID-19 can be better handled.

Sixth, leaders who are able to build integrity and accountability. Integrity and accountability are characteristics that should be attached to a public leader. Without integrity, public trust will fade. One translation of this integrity is the honesty of public leaders to society. This honesty is related to political attitudes and real siding with the community. Public leaders must be honest with every step, attitude, data, and public policy they will make because they have an impact on people's lives. Leaders with integrity will place them as accountable leaders.

Of course, it is not easy to get ideal public leaders who are expected to be in accordance with the wishes of society in general. However, we hope that all public leaders will quickly learn in dealing with the complexity of the system they are facing, including in dealing with the COVID-19 outbreak.

After all, the emergency situation, social conflict and the complexity of the system will be a filter to filter which public leaders are qualified and which are weak. Qualified public leaders will quickly adapt to the complexity of the system and the rapid changes that occur in society. While weak leaders will complain about the various limitations they face, so they tend not to do anything to deal with the complexity of the problems their society is facing.

## Conclusions

There is an implied meaning that the leader is not born biologically but ideologically forged. That is, a leader develops and is formed from a socio-cultural background in a society. In other ways, environmental conditions can directly shape the character of leadership in a society. The more complex a social life system is, the more leadership is needed that is able to adapt and overcome the various challenges of the existing complexity. Leadership is also closely related to power. The great thinker of classical sociology, Max Weber,

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