

MINDFULNESS, HOPE AND COMPASSION ON A SMALL GROUP

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Abstract

Resonant leadership known as a positive approach to motivate subordinate, It based on emotional intelligent. In other hand, resonant leadership was not confirmed at small group as subjected-wise self-learning association (MGMP). The purpose of this paper is to confirmatory the element of resonant leadership on small group. To evaluate the element of resonant leadership confirmatory factor analysis were used, by analyse loading value through WrapPLS 5.0 software. 265 teachers at Jakarta province evaluate their MGMP leader with conceptualized indicator. According to the results of this study, mindfulness, hope and compassion as component of resonant leadership on a small group. All indicator can develop resonant leadership specially leader mindfulness

Keywords: Resonant leadership, Mindfulness, Hope, Compassion, Human resource

INTRODUCTION

Leadership has been a major issue on several years, many researchers try to find a good and effective concept to implement. The world is changing and leadership is changing to. In this age of teamwork, people have to responsible to developing themselves. Organization today face change in societies, market, costumers, competitions and technology around the globe are forcing to clarify their value, develop new strategy and learn new ways of operating. Organization need to lithe while facing the global change, it is distressing for people going through of it. Most of company to facing the global change, they demand employee to have a specific ability that known as competency model.

Leader need to put themselves in situation and environment where they develop their skill and perspective. Most of the ability of organization member was driver with technical skill, IQ and emotional Intelligent. Emotional intelligent become more important for accomplish a job at all levels(Goleman, 2011).

It is necessary to guide by a great leader to improve employee ability. A Great leader able to mobilize members of organization they lead. The great leader possesses four essential skills which are ability to engage other in share meaning; distinctive and compelling voice; a sense of integrity and ability to grasp context and hardness. Hardness is just the perseverance and toughness that enable people to emerge from devastating circumstances without losing hope (Bennis & Thomas, 2011).

The first challenge of a leader is to understand and control the emotions by aligning themselves with the aim that can be controlled and focused. To facilitate this need, a leader needs to use emotional intelligent-based approach in order to provide an echo or a positive impact on the work environment. An effective leader believed can motivate all member to voluntary join the group activity

Resonant leadership were improving subordinate performance on business organization. In other hand, non-profit organization need more compassion from their leader to encourage them. But it not evaluated yet, especially on learning organization based which named as Subject-wise Teacher's Self Learning Association (MGMP). This small group organization were made to develop member ability. To encourage this group, need an effective leader to motivate the member without any compensation.

This research will evaluate resonant leadership component until the second order and defined group factor that build it.

LITERATURE REVIEW

Resonant Leadership

Learning organization needs Learning Leadership which is a combination of relational theory and leadership level 5 is transformational and servant leadership (White et al, 2008) Level 5 leader blend the paradoxical combination of deep personal humility with intense professional will. This is a rare combination, but this is a must requirement for transforming an organization from good to great(Collins, 2011).

The challenge of learning organization is the diversity of individual needs, the leader must be able to describe the learning, equitable, eliminating employee fear of change, and supervision (White et al, 1996). In the school-based management, principal as a leader of the organization must be able to apply humane leadership style, the skills of corporations, motivate other and lead the effective and appropriate situation also motivating teachers and other workers.

Leadership that using heart at, will lead with emotional impact and improve quality of the organization member. Emotions and actions have an impact on the subordinate leaders. Emotional approach at subordinate will imbue, passionate and improve employee enthusiasm at work also encourage employee motivation and commitment. A positive emotion from the leader will improve subordinate skill(Goleman, 2011).Leader with harmony will have the ability to think, feel and interpret the organizational goals with the members of the organization.

Positive leadership which spread a good echo at organization environment based on emotional intelligent. Resonant Leadership is leadership style that is based on the pattern of Emotional Intelligent, because according to Taner & Aysen (2013) resonant leadership is the ability to understand and manage them, other people who have a mutually dependent relationship between one with the other(Lutzo, 2005, Boyatziset al, 2013).

A leader whom are used emotional intelligent to lead their employee are able to transfer their expertise and knowledge also empowering those around them. A leader will succeed make changes into the pattern of resonant leadership if someone maintains emotional intelligence through mindfulness, hope, and compassion.

Resonant Leadership is a leadership style that accommodates Emotional Intelligence with an emphasis on the ability of the leader to understand the emotions themselves, weaknesses and shortcomings and constraints that exist in themselves. In addition, resonant leaders are able to control his emotions, flexible and able to adapt to the social environment to have empathy, interest in the components of the organization, work together and have a responsible attitude (Taner&Aysen, 2013).

Resonant Leadership is a leadership style approach to emotion, empathy and personal views which are positive and able to facilitate members in achieving organizational goals. It's a flexible and responsible approach to maintain employee ability. Resonant leadership include visionary, coaching, facilitative and democratic approach whereas dissonant style include peace setting and commanding (Boyatzis and McKee , 2013).

According to Boyatzis & McKee (2010b), Resonant leadership is the ability to really aware of what is happening within yourself; body, mind, heart and soul, and to give full attention to what is happening in the surrounding environment.

Mindfulness

A first element of resonant leadership is mindfulness. Mindfulness causes someone to recognize the negative impact of power and always align themselves to the values espoused. Mindfulness is also an effort to use the entire existing guidelines of the emotional, physical, social, by being open to constantly learning, especially learning of condor.

Mindfulness is a living in a state of full conscious awareness of one's whole self, other people and their environment. Its mean, a leader need to be a wake, a ware and constantly attending to himself and to his environment(Mckee & Johnston, 2006).

Mindfulness relates to performance by individual ability to be aware of the environment and ability to focus the present situation rather than distracted by anxiety which can offset individual motivation an ability to focus on the job(Shao & Skarlicki, 2009).

Trough mindfulness, a leader can learn to refer and attend on environment want, it also can steer a leader on the right direction when making a decision. Look carefully at environment by reflect themselves by knowing his strength and weakness. According to McKee et al (2006) mindfulness can develop trough Self-awareness and feasible vision.

If self-awareness can develop by reflecting and attending to self and other every decision, visible vision had to lay on optimistic outlook, coupled with believe than we can, knowing the impact of environmental also seek organization goal. Self-awareness is about knowing yourself, that need to look up for the strength and weakness by reflection and attending to self and other. Strength and weakness at a leader and be a good approach but it also can be a problem to other.

Self-Awareness means having understanding of emotions, strength, weakness, needs, and drives. It made people critical to a situation or full of hope. People with a high self-awareness will recognize their feeling and need affect them and environment also his job performance, and his stress (Goleman, 2011). A leader need make judgment that need fast

calls which need high capability need to look deeper on themselves. A who have good self-awareness its suit to be a leader.

Boyatzis and McKee explained that consciousness is not an easy thing in leadership, soawareness necessary of tranquillity, understanding the environment in a way to communicate and stay focused and committed.

Low level of commitment reflects the lack of individual responsibility in performing their duties. Question the same commitment to the question of responsibility, thus, the size of a commitment is related to the delegation of authority. In this concept of leadership faced with the commitment to entrust the duties and responsibilities to subordinates.

Hope

Hope is a positive emotional tone in the form of open-minded, creative, has a great interest to their work and is motivated to do whatever is needed to achieve the goals of individuals and groups. Hope can also be seen in a dream that existed at the leader, optimism over the ability to make changes and always see the future as something that is realistic and achievable Boyatzis and McKee (2010).

The second element of resonant leadership is hope. Hope can be transmitted by leader if the leader has a dream and became inspire. The leader also needs to be optimistic and believe on their ability to make change. Last, a leader must see the desired future as a realistic condition (McKee et al, 2006).

A leader who can maintain optimistic an upbeat attitude in daily activities and generate positive feeling in other are able to create an environment of trust, comfort and fairness (Goleman, 2002). When people feel connected and safe, the cerebral cortex of the brain will be respond by becoming involved, it leads to the best performance. The leaders need to cultivate the connection (C-State) and avoid the fear (F-State), when people are optimistic and happy. The positive effect for people working in a good environment, it promotes a sense of well-being and optimism. A leader needs to manage themselves and the network. It building strong operational relationship that support the performance of the team.

Compassion

Compassion is an action that is based on empathy and attention by being open to others to develop curiosity based on assumptions that are positive for the environment. Concern can be seen from the understanding and empathy for the feelings and experiences of others, awareness of others and the ability to act on the attention and empathy.

Compassion is a natural reaction, which start by curiosity about other people, what motivated them, and how the world actually running. It will work if a leader involved with other, charring about them, respect and give the real empathy. The compassion can be developing by understanding of other feeling and experiment, caring for other and willingness to do the real empathy, McKee et al (2006)

Resonant Leadership requires patience and communicative approach and a strong foundation of emotional intelligence. Boyatzis and McKee (2010). Patience is the main condition in the resonant leadership, because a leader must understand the environment, the need for patience in doing so great.

Patience in the lead will provide a very strong impact on the organization's members. Because of the patience of a leader will motivate members of the organization is more positive than vice versa. Leaders who do not have the patience and regard other people cannot move faster than the leaders tend to move on their own, while the team works together to have assumed leadership does not want to listen to a given input, such leaders will close the door of communication with the environment, causing reluctance that this leader not able to capture the emotional reality of the environment so he stuck with the sacrifice syndrome where each job is tough, real and requires all efforts that lead to dissonant leadership

METHODOLOGY

For the purpose of the study, a descriptive research design was adopted. In Order to test the research Hypothesis, we conducted an empirical study and we covered 265 DKI Jakarta teacher joined to the MGMPs. Primary data obtained from members MGMPs opinion to assess the leader, components are developed based on theoretical approaches. Structured questionnaire was used for data collection. Questions are grouped by Exploratory Factor Analysis approach (EFA) generate clustering accordance with its relevance. Once categorized accordance with interrelation between indicators, these components were evaluated using SPSS.

ANALYSIS AND FINDINGS

The calculation of the factor analysis on 10 indicators can be used as a valid instrument to gauge mindfulness, hope, and compassion for the value of KMO is $>$ 0.5 is 0.883 and value for Barlet test at significant level of 0.000.

Table 1. KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.883
Bartlett's Test of Sphericity	Approx. Chi-Square	1139.158
	Df	45
	Sig.	.000

Determining factors be seen from the correlation values with the greatest value contained on that factor. EFA results in the calculation of raw data shown in table 2. PC, EAL, MP and MG has the greatest correlation with the first factor. Whereas D, OM, PEW has a correlation factor of two and EOF and EOE factor to 3. Entire indicators can explain the factors above 50% with the highest value of 81.2% that EOF on into the third factors.

Table 2. Rotated Component Matrix and Communalities

	Component			Communalities Extraction
	1	2	3	
Positive curiosity	.704	.232	.322	.653
Environment awareness	.679	.237	.246	.579
learning	.614	.452	.306	.675
Motivated people	.832	.226	.188	.779
motivated group	.835	.074	.196	.741
Discipline	-.004	.866	.227	.801
Open minded	.271	.718	-.067	.593
Positive emotion to work	.393	.584	-.111	.508
Empathy to other feeling	.217	-.009	.875	.812
Empathy to other experience	.464	.070	.711	.725

Mindfulness has components that involves a person's awareness of self and environment in evaluating the condition occurs. Mindfulness has five components that describe the condition of the leaders who have implemented self-reflection and understand the environment with loading values > 0.5. The indicator with the greatest relevance to motivated people and groups, This proves that a leader with high mindfulness will motivate individuals and groups simultaneously (R. Boyatzis & McKee, 2010a; Lutz, 2005).

Hope has three components with the greatest relevance value on discipline followed by open minded with the highest value on leader discipline 0.801 (Boyatzis et al., 2012; McKee, 2011; McKee & Johnston, 2006; Snyder et al., 2002) but it slightly negative correlate to first factor.

The last group of compassion, portrayed with empathy to subordinate emotions and experiences without sacrificing oneself (Lilius et al, 2012; Neff, 2011). Empathy to other feeling

have the highest value but slightly opposite attraction to second factor. Grouping to each indicator into three components and evaluation of linkages between groups with confirmatory factor analysis.

Table 3. Component Transformation Matrix

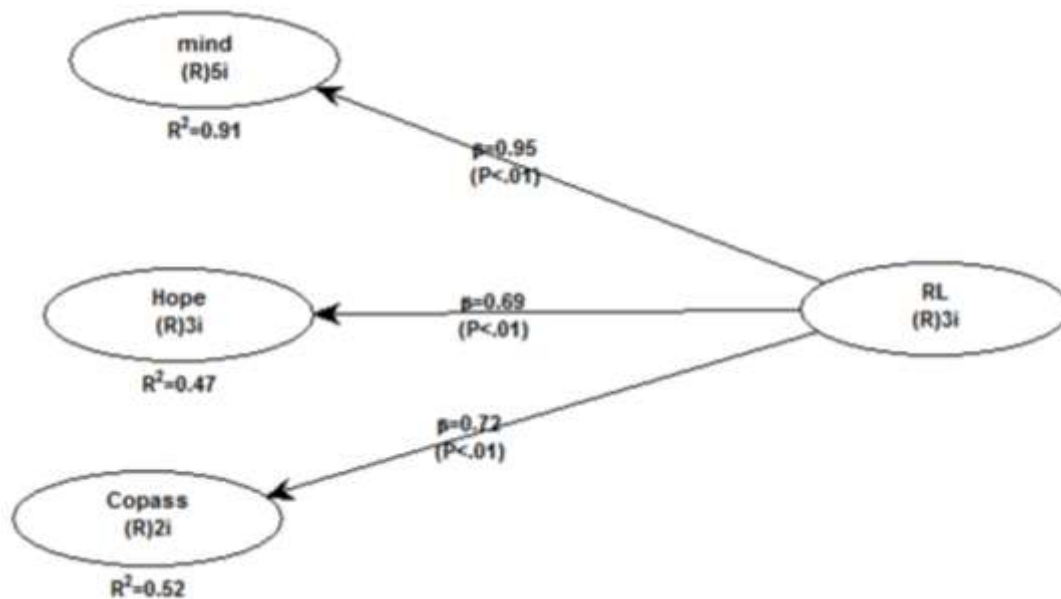
Component	1	2	3
1	.787	.450	.422
2	-.162	.811	-.563
3	-.595	.375	.711

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

Component transformation matrix shows that the correlation factors 1, 2 and 3 > 0.5 are 0.787, 0.811 and 0.711. This shows that all three factors formed were able to summarize all ten components into existing variables.

Figure 1. Dimension of Resonant Leadership



From Figure 1 it can be seen that the three groups forming the resonant leadership. Mindfulness is forming the dominant factor on the variable resonant leadership with $R^2 0.91$ and compassion with $R^2 0.52$ and 0.47 last is hope. This proves that the resonant leadership component is formed of dimensions mindfulness, hope and compassion (Boyatzis et al, 2013; McKee, 2011)

CONCLUSION

Resonant leadership can be explained by the 10 basic components that appraisal was divided into 3 groups. The three groups have linkages between components are strong enough. These three components are formed based on theory and measurement EFA dominated by mindfulness. This is because mindfulness will develop a personal awareness and be smart manage mind (Garland et al, 2009; Siegel et al, 2008). Compassion and hope will motivate people to do better action (Hirschi et al, 2015; McKee, 2011; Snyder et al., 2002). This component is a result the existing clustering in small groups with homogeneous knowledge background members. For larger groups need to do further research.

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