

AUTHORITY, POWER, RESPONSIBILITY, IN MANAGEMENT

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Abstract

Authority or "gezag" is a power of influence that exists in a person, so that other people who deal with him consciously and voluntarily become submissive and obedient to him. So whoever has authority, will be obeyed consciously, without being forced, with full awareness, awareness, submission, obedience, obeying everything that the owner of that authority wants. There are several ways to develop authority, including: 1) Increasing the quality of faith and devotion to God Almighty; 2) Understand yourself and the responsibilities you have to bear; 3) Understand the environment in which you find yourself; 3) Develop personal competence adequately; 4) Personal competence or ability includes physical, social, intellectual, spiritual, mental, personal competence, and so on; and 5) Effective self-presentation based on the elements above..

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INTRODUCTION

At this time it is important for us to know more about authority, power and responsibility. This is because in an organization (management) we are required to adapt and deal with various kinds of someone's character and behavior. For this reason, understanding the problems above is necessary to establish cooperation in running an organization effectively and efficiently. Sometimes many people misinterpret their position or position in an organization which of course can be detrimental to other people and themselves. This can cause problems between individuals/groups or between organizations. Of course, this is not what we and the organization want, so we can know the boundaries that cannot be violated and how to communicate well. So the authors present various things in interacting with people in an organization, as well as things regarding the authority, power and responsibilities that each person or leader has, which of course varies in scope.

Talking about authority, power and responsibility is very interesting, because naturally humans as social creatures have the desire to be recognized for their extensions, no matter how small, in their community, and one of the factors that supports the existence of this extension is having authority, power and responsibility.

In authority, power and responsibility to achieve goals, but power is not always followed by authority and responsibility. So authority is what best guarantees the achievement of goals, because authority creates power and right.

The concepts of authority, power, and responsibility have generated lively interest, discussion, and sometimes confusion throughout the development of management thought. The concept of power is closely related to the concept of leadership. With power, leaders gain tools to influence the behavior of their followers by

providing a comprehensive relationship between leadership and power. The wise use of authority, power, responsibility and obligation is a critical factor for organizational effectiveness. The main role of authority, power, responsibility and in the function of authority, power, responsibility and obligation as a formal method, which managers use to achieve individual and organizational goals. Formal authority, power and responsibility must also be supported by informal bases of power and influence. Managers need to use more than their authority, power, responsibility and officialdom to gain cooperation with their subordinates, as well as relying on their knowledge, experience and leadership abilities.

THEORETICAL STUDIES

A. Authority

1. Definition of Authority

Authority is an element of a person's personality, both as a person and as a holder of certain authority. In general, authority can be interpreted as a quality of "personal power" in an individual in such a way that it makes other parties interested, trusting, respectful and intrinsically appreciative (conscious, sincere), so that they will intrinsically follow them.

A person's authority is influenced by various factors, both formal and informal, both internal and external, both material and non-material, both visible and invisible, both apparent and genuine. Authority can be influenced by the material symbols a person has such as wealth, house, vehicle, and so on. It can also be influenced by certain attributes such as rank, title, uniform, vehicle, regalia, and so on.

Authority is relative and situational, meaning that it is determined by its nature, environmental conditions, time and place. There is someone who is authoritative in a certain environment, but not in another environment. There are those who are authoritative at one time but not at another. There are those who are authoritative for certain aspects but not other aspects. So, this authority will not apply permanently in all environments and situations.

Authority comes from the word authority which comes from the meaning of the word "gezag" which comes from the word "zeggen" which means "to say". Anyone whose words have binding power on other people means having "authority" or gezag (Russen, 1982: 64).

Authority or "gezag" is a power of influence that exists in a person, so that other people who deal with him consciously and voluntarily become submissive and obedient to him. So whoever has authority, will be obeyed consciously, without being forced, with full awareness, consciousness, submission, obedience, obeying everything that the owner of that authority wants.

Gezag or authority exists in adults, especially parents. We can say that the authority that exists in parents (father and mother) is genuine. Parents directly have a duty from God to educate their children. Parents or families have the right to educate their children, a right that cannot be taken away because it is bound by obligations.

Authority is something that is very important for a teacher to have. A teacher who has authority means having sincerity, a strength, something that can make an impression and influence on his students.

In the management process, authority (gezag) is a condition that must exist in a person and because authority is used by educators to influence students to follow the teacher's words, what is meant by authority in education here is recognition and voluntary acceptance of influence or recommendations that come from other people. So the recognition and acceptance of influence or advice is based on sincerity, on full trust, not based on a sense of coercion, fear of something, and so on.

According to George R. Terry, authority is the same as power or right. Next, he mentioned. "authority is the official and legal right to command action by others and to enforce compliance... implied in authority is the power making decisions and seeing that they are carried out".

There are some people who think that authority and power are not the same. Authority in Indonesian is called authority or authority, namely from "gezag" (Dutch), while power is called authority. James D. Mooney distinguishes between authority and power. Power, namely the ability to make something, is a task, a "posseion", while authority is a right. He put forward an example of what is called moral authority, which means authority.

Power means power, usually in a physical sense, while authority is something that goes hand in hand with responsibility. Authority can use power to achieve its goals, but it is not the same as power.

For example, we see in international law that de jure governments are separated from de facto. Indonesia in 1945 became de facto independent. After that, all countries only recognized it de jure, namely after the 1947 sovereignty movement. Meanwhile, J. Panglaykim distinguished authority as authority and power as power, and used the example of the Prophet Muhammad SAW who initially had authority. The definition of authority in relation to the management context is authority in the form of the right to act, command, control, supervise, including making decisions. Yayat M. Herujito, (2001:169-170).

Meanwhile, according to Kartini Kartono, (2007:183, authority comes from the words "kawi" and "bhawa". Kawi means power, stronger power, excess. Meanwhile, bhawa means: 1) power, 2) primacy, 3) excess. , and 4) excellence. So it can be concluded that authority means superiority, superiority, superiority, so that with it someone is able to "ambawani"; namely being able to organize, carry, lead, command and educate other individuals as well as influence a person or group in an organization. According to Karl D. Jackson, (1990:201) provides a definition of authority, as a type of power. Power is interpreted behaviorally as interactions between individuals or groups where at certain times the actor changes and influences the behavior of others.

According to Kartini Kartono, authority is attached to power that is obtained through a person's strengths or the privileges that exist within a person. Meanwhile, according to Karl, authority is considered traditional by using communication between individuals. This means that someone (the communicator) gives a message to another person (the communicant), the interaction between the two changes the communicant's behavior and does what the communicator wants. So, that is what is said to be authority. However, according to the author, both opinions have similarities, namely in the 'influencing' aspect. Because a person's ability to influence other people can be expressed as authority according to what has been stated in Kartini Kartono's opinion previously.

In the Big Indonesian Dictionary, (1988:1011) authority means the disposition to be able to control and influence other people through attitudes and behavior that contain leadership and are full of attractiveness. Meanwhile, being authoritative means having authority that is respected and obeyed. Then the meaning of authority is something that concerns authority, which has the characteristics of authority mentioned above.

In the Big Indonesian Dictionary, (2002:1271) it is also stated that authority means "a condition or talent that is associated with extraordinary abilities in a person's leadership to arouse trust and admiration from the public towards him, in other words authority means leadership attributes that are based on on the quality of an individual's personality". The author quotes from the same source about the same term at different times in order to understand the shift in meaning that went through several years earlier.

Thus, it becomes additional knowledge for the writer to identify the meaning of authority in depth.

Ja'cuba Karepesina, (1988:16) defines authority as the power that radiates from a person because of the advantages he has so as to bring obedience without coercion to him. So, it can be concluded that authority is a characteristic that is originally inherent in a person and then validated through the position he occupies so that he has the power or ability to hold his role and function in an organization. And it should be noted that many people also mention authority with other terms such as charisma, influence and authority.

So, it can be concluded that authority is a characteristic that is originally inherent in a person/leader and then validated through the position he occupies so that he has power/influence or the ability to hold his role and function in an organization. And it should be noted that many people also mention authority with other terms such as charisma, influence and authority.

2. Origins of Authority

According to the German sociologist Max in Yayat M. Herujito, (2001:170) there are three types of authority in the structure of society:

1. Legal authority
His nature believes in the validity of legal regulations. For example, offices (bureaucracy)
2. Traditional authority
Those who believe in the sacredness or greatness of traditions and customs thereby validating that authority. For example, the oldest person in a certain family
3. Charismatic authority
Belief in the sanctity of people with authority, for example people who are recognized by the mandate of grace and guidance from God. This is often based on religion or belief.

3. Various types of authority

According to Abu Ahmadi and Nur Uhbiyati, (2007:159-160) divide authority into two types, namely:

- a. Leader's authority
Such as the authority of organizational leaders, whether political organizations or mass organizations, the authority of office heads or school principals and so on. This authority is due to position and power.
- b. Special authority.
Like the authority of someone who has advantages or superiority in a certain field. Among the advantages that can give rise to a person's authority are: 1) Strengths in the field of knowledge, both general and religious; 2) Strengths in the field of experience, both life and work experience; 3) Strengths in the field of personality, both in the moral and social fields; 4) Advantages in the field of assets, both fixed assets and movable assets; and 5) Advantages in the field of descent who inherit the charisma of their ancestors.

This is different from the opinion of M. Ngalim Purwanto, (2009:58) who divides authority into two types, namely:

1. The authority of education
The authority obtained due to position or in connection with the position as an educator, part of the parents' duties are handed over to school principals and teachers to educate their children.
2. Authority to command

School principals and teachers have power obtained from the government or agency that appointed them. So that school principals and teachers have the authority to govern and the authority to command students to achieve maturity.

Meanwhile, according to John R.P French and Bertram Raven in Wahjosumijdo, (2010:20-21) the types of authority are as follows:

1. Formal authority
Subordinates do something because the leader has the power to ask subordinates and subordinates have the obligation to obey or comply. It can be interpreted that a leader is chosen formally and officially so that he has the power to rule, so that subordinates also have the obligation to obey, due to the existence of a decree that gives authority over the position given to the leader.
2. Authority based on Gifts
Subordinates do something to get the leader's appreciation. The rewards offered can be in the form of promotions, giving money, or simply saying thank you as a sign of the appreciation that subordinates have achieved.
3. Coerced authority
Subordinates do something to avoid punishment from the leader. A leader must be a controller in his organization, in this case the leader can also impose punishments, threats, dismissal and transfers to his subordinates so that they comply with existing regulations in the organization.
4. Authority based on expertise
Subordinates do things because the subordinates believe that the leader has special knowledge and expertise and knows what is needed. A leader has expertise in a particular field through education and experience. Because extensive experience provides feedback that this leader has more privileges than others. So that subordinates will obey the instructions given by the leader.
5. Exemplary authority
Subordinates do something because subordinates feel admiration for the leader, subordinates feel admiration or need to receive the leader's blessing, and want to behave like the leader.

4. Element of Authority

There are several factors that influence a person's authority. In general, there are at least four elements that determine a person's authority: 1) Having superiority; 2) Have self-confidence; 3) Accuracy in decision making; 4) Responsibility for the decisions they have taken.

These four factors form a unified whole and will lead to a person's performance in carrying out their duties and functions. A lack of balance of these four factors will affect appearance and then affect the quality of authority. What is most hoped for is the emergence of real authority and not pseudo or artificial authority. False authority will be temporary and provide less guarantee in the interaction process. On the other hand, true authority can provide more meaning in the interaction process. (<http://sahabatkonsultasi.blogspot.co.id/2014/02/cara-menampilkan-kewibawaan>).

5. How to Develop Authority in Management

There are several ways to develop authority, including:

1. Increase the quality of faith and devotion to God Almighty.
Faith and piety are internal controls within a person so that they are better able to understand themselves and are able to direct their self-realization.

2. Understand yourself and the responsibilities you have to bear.
Understanding one's existence in the form of understanding where, at what time, in what position, for what purpose, will determine one's appearance appropriately. In turn, this will determine the realization of self-authority. Understanding the duties and responsibilities that fall on their shoulders will be crucial in realizing their implementation.
3. Understand the environment in which you find yourself.
Individuals will be in different environments and demand certain behavioral patterns. Behavior at home as a parent is certainly different from behavior at work. Appropriate and authoritative interactions will be influenced by a person's understanding of where he is. Apart from understanding the environment, authority can be developed through creating a conducive environmental situation.
4. Develop personal competence adequately.
Personal competencies or abilities include physical, social, intellectual, spiritual, mental, self-competence, and so on. All of these competencies will be reflected in personal appearance which is based on mastery of various knowledge and skills. For example, to be an authoritative father you must have an appearance that is based on certain knowledge and skills. Likewise in other authority situations such as in management, organizations, education, and so on. Mastery of this competency is very necessary.
5. Effective self-presentation based on the elements above.
A person's authority will be seen in their appearance in carrying out their duties and functions effectively and responsibly. This appearance will be shown in thoughts, words and actions in carrying out their duties and responsibilities. (<http://sahabatkonsultasi.blogspot.co.id/2014/02/cara-menampilkan-kewibawaan>).

A. Power

1. Definition of Power

In English there is the term power, which in Indonesian means strength or power or power which, if added to other words, can have various meanings. Power is the driver and puller of human change. According to Moss Kanter (1979) in Wirawan, (2014:305) said in an article in the Harvard Business Review. Power is the dirtiest word in the whole world. Power that causes people to kill each other in civil war. Power is also what creates changes in world civilization.

Power is very important to leadership. A number of leadership theorists define leadership in terms of power. As MacGregor Burns (1979) in Wirawan, (2014:306) in his book entitled "Leadership" he states as follows: "To understand the nature of leadership requires understanding of the essence of power, for leadership is a special form of power" according to Burns leadership is a special form of power.

Power is very abstract and invisible, but it is very felt and is often manifested in other forms or in disguised forms. Power is defined by Harold D. Laswel and Abra and Wibawa (1992) in Badeni, (2013: 165) as the capacity or ability of a person/group to influence other people to act as desired by the owner of the power. In line with the opinion of Stephen P. Robbins (1996) in Badeni, (2013: 165) says that power is a capacity/potential that A has to influence B's behavior so that he acts in accordance with A's wishes.

The definition above implies that the most important aspects of power are that power is a function of dependence. This means that the greater B's dependence on A, the greater the power of A and B in that relationship.

Meanwhile, T. Hani Handoko, (2012:213) states that power is often confused with authority. Although power and authority are often found together, they are different.

If authority is the right to do something, while power is the ability to carry out that right. According to Amiti Rtzioni in T. Hani Handoko, (2012:214) a leader can influence behavior as a result of positional power (position or position) or personal power or a combination of both.

Furthermore, Max Weber, (1946) in Wirawan, (2014:315) defines power as an actor's ability to understand his desires in social action, even though they conflict with the wishes of his social actors. Power relates to the ability to command or command resources in a specific context.

2. Characteristics of Power

Wirawan, (2014:3009) said that as a scientific phenomenon of leadership, social affairs, politics and culture, power has a certain meaning, definition or characteristics. Thus, dimensions and indicators can be developed to measure it if power is to be studied as an independent or dependent variable. The characteristics of power are as follows:

1. Power is something abstract, invisible or illegible.
2. Power belongs to social interactions, not to individuals.
3. Power enables people to make people unable to influence or do something to be able to influence or even force people.
4. In social interactions, the value of the agent's power over the target can be equated with the value of foreign currency exchange.
5. Power can be gained, increased, reduced or even lost

While power can increase, it can also fade, decrease and ultimately disappear from a leader. In the history of leadership, many leaders have lost power. There are a number of circumstances that cause a leader to lose power as follows; 1) Power holders abuse power; 2) There is a leader aging process; 3) The leader suffers from illness; 4) Change of leadership; 5) The forced seizure of power (Coup d'etat)

3. Sumber Kekuasaan

According to Badeni, (2013:165) states that a person has power because: 1) has a position in an organization (position power); 2) a person's personality (personality power); 3) a person's expertise (expert power); 4) have a chance at something important (opportunity power); 5) have strong physical abilities (physical power); 6) have economic capabilities (economic power); 7) have more knowledge ability than others (knowledge power); 8) have an ideology that people admire (idological power); and 9) good work performance. This will be explained in detail as follows:

1. Position power

A person has influence and the capacity to influence because the person concerned has a position in the organization so that he can impose something on other people..

2. Personality power

A person has influence because he has certain qualities so that he is respected and obeyed

3. Expert power

A person has influence because his skills are recognized by others so that other people become dependent on him.

4. Opportunity power

A person has power because he has the opportunity to do something important, for example access to important information or having access to something that other people need.

5. Physical power

The ability or influence of a person or group because they have strong physical abilities. For example, someone with a large and strong body or a group with many members or a lot of equipment.

6. *Economic power*

The power a person has because he has economic resources. For example, wealth, this power is often called reward power, that is, someone can control economic rewards.

7. *Knowledge power*

The knowledge a person has that results in that person being able to master information (the same thing as expert power).

8. *Idological power*

Power comes from having certain ideals or views that are respected by others.

9. *Performance power*

The power that a person has because of his good work performance in the past or his work achievements results in him becoming someone who is needed.

Apart from the classification above, there are still sources of power as explained below:

1. *Coercive power*

One person's power to coerce others based on threats and fear.

2. *Reward power*

A person's power comes from having resources that can provide rewards.

3. *Legitimate power*

Power that comes from recognition given by other people, society, or organizations.

4. *Referent power*

Power that originates from the desire of other people to equate themselves with holders of power who are greatly admired and respected.

5. *Connecting power*

The power a person has is due to having a close relationship with the center of power.

6. *Information power*

The power a person has as a result of that person having access to or possessing very important information.

From the explanation above we can conclude that these sources of power imply that the sources of power are very heterogeneous and also situational. Apart from that, the dynamics can also be very complex.

Meanwhile, according to Sarwono, (2001:45) the source of power is viewed from the relationship between the member (target) and the leader (agent), as follows:

Reward power	<i>The target obeys so that he gets a reward that he believes is controlled or controlled by the Agent.</i>
Coercive power (coercion)	<i>The target of the insult is so that he can avoid punishment which he believes was arranged by the Agent.</i>
Official power (legitimate)	<i>The target obeys because he believes that the Agent has the right to make decisions or rules. That Target has an obligation to obey.</i>
Power of expertise (expert)	<i>The target obeys because he believes or believes that the agent has special knowledge about the best way to do something.</i>
Referral power	<i>The target obeys because he worships the Agent or</i>

identifies with the Agent and expects the Agent's approval

David McClelland further stated in T. Hani Handoko, (2012:2016) that there are two faces of power, namely:

6. Negative side

Having power means controlling other people who are weaker. Leadership based on the negative side of power treats people as nothing more than "pawns" to be used or sacrificed when necessary. This is clearly detrimental, because people who feel they are just "pawns" will tend to oppose leadership or become passive.

7. Positive side

Power is characterized by attention to achieving group goals. This involves exercising influence on behalf of, and not power over, others. Managers who use positive power encourage group members to develop the strengths and skills they need to achieve success as individuals or members of an organization.

4. Power Tactics and Strategies

Power is often connoted with negative things. This is because the exercise of power is often hidden, unclear, or not open, so it is difficult to say whether a behavior is behavior that involves power or not. A person can do various things to get other people to do something or decide something according to what they expect. This is called a power technique or strategy.

As expressed by Badeni, (2013: 168) says that power strategy is defined as the effort or efforts made by a person to achieve goals by increasing dependence on them. Like someone who wants to become dean or chancellor, he persuades several people to support him in achieving that position by saying that if I become dean or chancellor, you will later become assistant dean or chancellor. With this explanation, these experts stated a strategy called strategy coalition, namely trying to get support from other people in the organization to achieve its goals. Apart from that, there are several other strategies used by the authorities to achieve their goals, namely:

1. Reason

An attempt to influence other people by providing reasonable reasons for an action to be taken

Friendliness

Efforts made by someone to influence other people through persuasion or persuasion.

2. Bargaining

Efforts made by a person to influence other people through determining the various benefits that will be obtained by each party.

3. Assertiveness

Efforts made to influence others through coercion

4. Higher authority

Efforts made by someone to influence other parties by seeking the support of those with higher authority.

By looking at the explanation above, what a person or group does in an effort to influence or coerce others is very dependent on the ownership of power and power relationships that exist in the environment around us.

5. Power in Management

The structure that exists in an organization can result in differences in power between each person or group in the organization. The possibilities that occur are that a person/group has a source of power that is greater than another source of power or is almost the same.

As stated by Badeni, (2013: 165) there are several factors that cause people or groups to have greater power than others. First, organizations always have a structure. Structure results in various positions/authorities in the organization. Authority is defined as the right to act or order others to act towards achieving organizational goals. (Stephen P. Robbins 1994) in Badeni, (2013:171). With the understanding that power is the ability to influence other people's behavior seen from a person's position in an organization determining a person's power, whether seen from rights or seen from other people's dependence on him.

Someone who has authority in an organization does not always have greater power than someone who does not have authority. It may happen that people who do not have authority can have greater power than people who have authority. However, it is generally understood that in formal organizations, position is very important because it determines a person's closeness in the organization, the closer a person is to the core of power. However, it is not a necessity that to be close to the core of power you have to go through a position in the organizational structure, but you can also go through other sectors. These sectors are:

8. The strategic role that a person has in a work network. This role can arise as a result of problems faced by the organization or strategies implemented that make a person or group close to the core of power.
9. Apart from that, it can also happen that someone is close to the core of power because of other relationships such as family or other things. A member who is in a low position but has a family relationship with the leader of the organization results in him being close to the core of power.

To answer the question of who has power in an organization, it is difficult to find an answer because this really depends on the relationships that occur in the organization and what organization is being discussed. However, in analyzing the location of power in organizations, especially formal organizations, a person's position in the structure seems to be a basis or starting point.

B. Responsibility

1. Definisi Responsibility

According to T. Hani Handoko, (2012:217-218) states that responsibility is an obligation to do something that arises when a subordinate accepts the manager's authority to delegate certain tasks or functions. Another term that is often used is accountability which relates to the fact that subordinates will always be held accountable for fulfilling the responsibilities delegated to them.

Unlike responsibility, accountability is a factor external to the individual and his or her personal feelings. Holding accountability means that a superior can impose punishment or retribution on him depending on whether he as a subordinate has carried out his responsibilities.

2. Responsibility in Management

According to Yayat M. Herujito, (2001:172-173). Responsibility has three aspects, namely: 1) Responsibility as an obligation that must be carried out; 2) Responsibility as determining obligations; 3) Responsibility as authority

All members in an organization must accept tasks that must be carried out according to their abilities and willingness as best as possible. The existence of responsibility is what we call "duty" or obligation. To carry out obligations (duties) or tasks (tasks) must always be in line with the assignment.

The Action Centered Leadership model described by Adair (kearifan.blogspot.co.id/2009/05/anggaran-sebuah-manager.) with the 'three circles'

diagram, illustrates 3 core management responsibilities, namely: Completing tasks, Managing a Team or Groups, and Managing Individuals.

1. Responsibility for completing tasks

- Determine the goals and vision of the group, determine aims and direction, and identify activities (Tasks)
- identification of resources, people, processes, systems and equipment (including financial, communications, IT)
- Create plans to complete tasks, including deliverables, measurements, timelines, strategies and tactics.
- Establish responsibilities, goals, accountability, and delegation of authority.
- Establish standards, quality, report parameters and timing.
- Supervise and maintain activities according to established parameters.
- Monitor and maintain overall performance according to plan.
- Reporting the progress of group achievements.
- Review, evaluate, adjust plans, methods and targets if necessary

2. Responsibility for managing a team or groups

- Establish, agree and communicate standards of performance and behavior.
- Establish a style, cultural approach, or soft skill elements
- Monitor and maintain discipline, ethics, integrity and focus on goals
- Anticipate and resolve conflicts, debates or disagreements.
- Review and change, if necessary, the balance and composition of the group.
- Building team work, cooperation, morale and team spirit.
- Develop the group's collective capabilities and maturity, progressively increasing the group's freedom and authority.
- Stimulate the team towards goals and objectives, or motivate the group and facilitate awareness of a common goal.
- Identify, develop and agree team roles as well as the role of project leader within the group.
- Enabling, facilitating and ensuring effective communication both internally and externally to the group.
- Identify, and meet group training needs.
- Provide feedback to the group regarding overall progress, consult and seek input from the group.

3. Responsibility for Managing Individuals

- Understand team members as individuals – their personalities, skills, strengths, goals, and concerns.
- Helping and supporting individuals – their plans, problems, challenges, ups and downs in performance.
- Identify and agree individual goals and responsibilities as appropriate.
- Recognize and praise individuals – rewarding effort and good work.
- If possible, reward with greater responsibility or an increase in status.
- Identify, develop and use the strengths and capabilities of subordinates.
- Train and develop individual group members.
- Develop the authority and freedom of subordinates.

CONCLUSION

Authority or "gezag" is an influencing power that exists in a person, so that other people who encounter him consciously and voluntarily become submissive and obedient to him. So whoever has authority, will be obeyed consciously, without being forced, with

full awareness, awareness, submission, obedience, obeying everything that the owner of that authority desires. There are several ways to develop authority, including: 1) Increasing the quality of faith and devotion to God Almighty; 2) Understand yourself and the responsibilities you have to bear; 3) Understand the environment in which you find yourself; 3) Capable of destroying personal competence; 4) Personal competence or ability includes physical, social, intellectual, spiritual, mental, personal competence, and so on; and 5) Effective self-presentation based on the elements above.

Power as the ability of an actor to understand his desires in social action, even though it is contrary to the wishes of the social actors. Power relates to the ability to command or command resources in a specific context. The characteristics of power are as follows: 1) Power is something abstract, invisible or unreadable; 2) Power belongs to social interactions, not to individuals; 3) Power enables people to make people unable to influence or do something to be able to influence or even force people; 4) In social interactions, the value of the agent's power over the target's power value can be equated to the exchange value of a single currency; 5) Power can be gained, increased, reduced or even lost.

Responsibility is an obligation to do something that arises when a subordinate accepts the manager's authority to delegate certain tasks or functions. Another term that is often used is accountability which relates to the fact that subordinates will always be held accountable for providing the responsibilities delegated to them. There are three circles that illustrate the 3 core responsibilities of management, namely: 1) Completing tasks; 2) Managing Team or Group; and 3) Managing Individuals.

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