

The Power of Sense of Coherence for Effective leadership.

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Abstract

In BANI world rightnow , all people is facing unpredictable life from bristle, anxiouse, non linear and incomprehensible. These made people including leadership feel frustrate in various unsecurity situation.

This documentary research was based on textbooks, books, articles, research studies, theses and electronic documents that have content related sense of coherence and leadership , by reviewing relevant documents and literature, then summarizing into categories:

The objectives aimed to study 1). the definition of sense of coherence and leadership 2). study the importance of sense of coherence and leadership as well as 3. Study how to develop sense of coherence for effective leadership . Then analysis of categorical groups by content analysis. The results showed that the meaning of sense of coherence is a core concept in the salutogenic model defined by Aron Antonovsky (1978). The salutogenic model posits that sense of coherence is a global orientation, where life is understood as more or less comprehensible, meaningful, and manageable. A strong sense of coherence helps the individual to mobilize resources to cope with stressors and manage tension successfully with the help of identification and use of generalized and specific resistance resources.

Meanwhile Leadership plays as an important role in an organization for building the team, process, structures, and environment to successful together by set a vision, mission, strategic plan, monitoring, motivation for successful. However common leadership problems include poor communication, lack of

emotional intelligence, micromanagement, resistance to change, and an inability to set clear expectations or build trust. These issues lead to decreased productivity, high employee turnover, and low morale, negatively impacting the organization's bottom line. Other challenges involve managing difficult employees, guiding teams through change, and motivating staff during difficult times. These lead leader frustration with people and time including rapid change in globalization and technology. These effect to health both physical and mental health also.

Therefore develop sense of coherence would be necessary and could assist leaders to facing all situation smoothly and effective productivity successfully. The guideline for developing sense of coherence focus on 1). Cultivate personal coherence and self-regulation , 2). Enhance clarity and purpose, 3). Build team connection and trust and 4.) Develop resilience and adaptability .These are essential for increasing effective leadership and successful in organization.

Keywords :How to develop, sense of coherence, leadership, salutogenesis.

1.Introduction

Leadership plays as an important role in an organization for building the team, process, structures, and environment to successful together. The heart of leadership is serving others first, before yourself. Here's the problem, most organizations operate from a hierarchical leadership structure. Leaders “move up” the ladder in an organization, and, once there, see themselves “above” their team. Despite its trending status – as well as its undeniable success – most people do not equate leadership to service. Rather than epitomizing humility, influence and meeting people where they are at, too many leaders think being a leader means power and authority. John Maxwell's 5 Levels of Leadership is arguably the most popular leadership phenomenon from his career spanning over five decades. According to him, every leader progresses in their lifespan to reach the pinnacle of leadership, namely position. Permission, productive, people development and pinnacle. (John Maxwell's, 2019)

However common leadership problems include poor communication, lack of emotional intelligence, micromanagement, resistance to change, and an inability to set clear expectations or build trust. These issues lead to decreased productivity, high employee turnover, and low morale, negatively impacting the organization's bottom line. Other challenges involve managing difficult employees, guiding teams through change, and motivating staff during difficult times. (<https://www.google.com/search>, 2025), These lead leader frustration with people and time including rapid change in globalization and technology. These effect to health both physical and mental health also.

Aron Antonovsky (1979) introduced the key concept of sense of coherence as part of the salutogenic model. The sense of coherence is defined as the ability to perceive the meaning of the world in a clear and structured way and as the comprehension of the relationship between actions and consequences. A strong sense of coherence (SOC) the perception that life is comprehensible, manageable, and meaningful has emerged as a critical resource for enhancing leadership effectiveness,

Therefore researchers would like to study the definition, importance of sense of coherence and leadership including how to develop skill of leadership by using sense of coherence to face unpredictable world.

2. Objectives

1. Study the definition of sense of coherence and leadership.
2. Study the importance of sense of coherence and leadership.
3. How to develop sense of coherence and leadership.

3. Methodology

This is documentary research, study by reviewing documents and literature related sense of coherence and leadership. from textbook, documents, and searching for information from journals, various databases, websites, as well as related research, then the data was analyzed into categories (content analysis), summarizing methods, definition, importance sense of coherence and leadership. And how to develop sense of coherence for effecting leadership

4. Literature Review

4.1. Sense of coherence (SOC)

The concept sense of coherence (SOC) is defined as “a global orientation that expresses the extent to which one has a pervasive, enduring though dynamic feeling of confidence that 1) the stimuli deriving from one’s internal and external environments in the course of living are structured, predictable, and explicable, 2) the resources are available to one to meet the demands posed by these stimuli; and 3) these demands are challenges, worthy of investment and engagement” These three components, termed comprehensibility, manageability, and meaningfulness are thought to be highly interrelated but separable, forming the SOC. (G. Haugan, M. Eriksson, 2021)

Aron Antonovsky introduced the key concept of sense of coherence as part of the salutogenic model in the book Health, Stress and Coping in 1979.

Salutogenesis focuses on what are the sources for people's resources and capacity. Aron Antonovsky introduced the key concept of sense of coherence as part of the salutogenic model in the book *Health, Stress and Coping* in 1979. Salutogenesis focuses on what are the sources for people's resources and capacity.

The sense of coherence is defined as the ability to perceive the meaning of the world in a clear and structured way and as the comprehension of the relationship between actions and consequences. It is a valuable resource to deal with stressors, this ability has been related to quality of life and can be considered as a predictor of health. The latter is grounded in individuals' capacities to assess and understand the situation of their health (comprehensibility), allowing them to find a meaning (meaningfulness) to move in a health-promoting direction (manageability). The comprehensibility component is defined as the degree to which internal and external stimuli are coherent, structured, and comprehensible for people. The manageability element is related to people's perception that they have enough internal (e.g., cognitive, emotional and behavioral strategies) as well as external resources (e.g., social support, social fairness, relationships, outdoor life, culture to cope with difficulties and maintain good health) to meet their demands. Finally, meaningfulness is a dimension that refers to the extent to which individuals believe that the demands are worthy of investment.

Theoretical Foundations of Sense of Coherence

SOC, rooted in Antonovsky's salutogenic model, is composed of three elements: comprehensibility (understanding events), manageability (having resources to cope), and meaningfulness (finding purpose in challenges). These elements empower individuals to navigate stress and uncertainty, making SOC a valuable asset for leaders facing complex organizational demands (Super et al., 2015; Betke et al., 2020).

In early period, sense of coherence (SOC) applying for increasing capacity of health promotion, health prevention and self care in public health section, now sense of coherence extent to develop leadership skill for high capacity to solve problems, especially in the rapid change and unpredictable situation.

There are tools for study sense of coherence 2 versions, both The SOC-13 and The SOC-29, The SOC-13 is a questionnaire that can be used with three factors, such as comprehensibility, manageability, and meaningfulness, being a credible tool to measure sense of coherence in Colombian populations. The SOC-13 scale may be appropriate and used in clinical research, as well as clinical practice, but further research is needed to evaluate its usefulness in other populations and clinically in patients with different diseases. (AnaCristina Mafla, 2021).

A strong sense of coherence (SOC) the perception that life is comprehensible, manageable, and meaningful has emerged as a critical resource for enhancing leadership effectiveness, resilience, and organizational well-being, including problem solving in various unpredictable events,

4.2 Leadership

There are core components of leadership as follows:

1. **Vision and direction:** Leaders define where a group should go and inspire others with a clear, compelling vision.
2. **Influence and motivation:** They motivate individuals to take action, often by emphasizing the "why" behind the goals and encouraging extra effort.
3. **Decision-making:** Leaders make sound decisions, including difficult ones, and take responsibility for the outcomes.
4. **Communication and collaboration:** They foster teamwork and effective communication to align the group and leverage collective knowledge.
5. **Empowerment:** Effective leaders empower others by delegating tasks and acknowledging their contributions, helping them develop their skills.
6. **Adaptability:** Leaders must be able to navigate challenges and changes with resilience and promote innovation within their team.

A Comparison of Leadership vs. Management could summarize as follows

1. **Leadership:** Focuses on setting direction, inspiring people, and driving innovation by challenging the status quo.
2. **Management:** Focuses on implementing plans, ensuring that the team follows rules and procedures, and maintaining stability by adhering to the status quo.
3. **Overlap:** An effective leader often combines leadership skills with management skills to guide people efficiently toward the vision.

Effective leaders have the ability to communicate well, motivate their team, handle and delegate responsibilities, listen to feedback, and have the flexibility to solve problems in an ever-changing organization. All seek these skills in the candidates they hire for leadership roles. Strong leadership skills are

also valuable for all job applicants and employees. The important tip of Leadership could summarize as follows :(Alison Doyle,2021)

1. Communication. As a leader, you need to be able to clearly and succinctly explain to your employees everything from organizational goals to specific tasks. Leaders must master all forms of communication, including one-on-one, departmental, and full-staff conversations, as well as communication via the phone, email, video, chat, and social media.

Leaders should establish a steady flow of communication between themselves and their staff or team members, either through an open-door policy or regular conversations with workers.

2.Motivation. Leaders need to inspire their workers to go the extra mile for their organizations; just paying a fair salary to employees is typically not enough inspiration (although it is important too). There are a number of ways to motivate your workers: you may build employee self-esteem through recognition and rewards, or by giving employees new responsibilities to increase their investment in the company.

Leaders must learn what motivators work best for their employees or team members to encourage productivity and passion. Skills related to effective motivation.

3. Delegating. Leaders who try to take on too many tasks by themselves will struggle to get anything done. These leaders often fear that delegating tasks is a sign of weakness, when it actually can be a sign of a strong leader.

Therefore, you need to identify the skills of each of staffs, and assign duties to each employee based on there skill set. By delegating tasks to staff members, and focus on other important tasks. Some skills that make a good delegator.

4. Positivity. A positive attitude can go a long way in an office. You should be able to laugh at yourself when something doesn't go quite as planned; this helps create a happy and healthy work environment, even during busy, stressful periods.

Simple acts like asking employees about their weekend or vacation plans will develop a positive atmosphere in the office, and raise morale among staff members.

If employees feel that they work in a positive environment, they will be more likely to want to be at work, and will therefore be more willing to put in the long hours when needed. Some skills that help make for a positive atmosphere in the organization.

5. Trustworthiness. Employees need to be able to feel comfortable coming to their manager or leader with questions and concerns. It is important for demonstrate integrity, employees will only trust leaders they respect.

By being open and honest, you will encourage the same sort of honesty in your employees. Here are some skills and qualities that will help you convey your trustworthiness as a leader.

6. Creativity. As a leader, you have to make a number of decisions that do not have a clear answer, so you need to be able to think outside of the box.

Learning to try nontraditional solutions, or approaching problems in nontraditional ways, will help you to solve an otherwise unsolvable problem.

Many employees will also be impressed and inspired by a leader who doesn't always choose the safe, conventional path. Here are some skills related to creative thinking.

7. Feedback. Leaders should constantly look for opportunities to deliver useful information to team members about their performance. However, there is a fine line between offering employees advice and assistance, and micromanaging. By teaching employees how to improve their work and make their own decisions, you will feel more confident delegating tasks to staff.

8. Responsibility. A leader is responsible for both the successes and failures of his or her team. Therefore, you need to be willing to accept blame when something does not go correctly.

If your employees see their leader pointing fingers and blaming others, they will lose respect for you. Accept mistakes and failures, and then devise clear solutions for improvement. Here are some skills and qualities that help leaders convey their responsibility.

9. Commitment. It is important for leaders to follow through with what they agree to do. You should be willing to put in the extra hours to complete an assignment; employees will see this commitment and follow your example.

Similarly, when you promise your staff a reward, such as an office party, you should always follow through. A leader cannot expect employees to commit to their jobs and their tasks if he or she cannot do the same. Some skills related to commitment in the workplace .

10. Flexibility. Mishaps and last-minute changes always occur at work. Leaders need to be flexible, accepting whatever changes come their way. Employees will appreciate your ability to accept changes in stride and creatively problem solve.

Similarly, leaders must be open to suggestions and feedback. If your staff is dissatisfied with an aspect of the office environment, listen to their concern and be open to making necessary changes. Employees will appreciate a leader's ability to accept appropriate feedback. Skills related to flexibility.

Therefore we could summarize that leadership tips including communication, motivation, delegating, positivity, trustworthiness, creativity, feedback, responsibility, commitment and flexibility

5. Results

1 Sense of coherence

Definition of Sense of coherence.

The definition of sense of coherence is a core concept in the salutogenic model defined by Aron Antonovsky (1978). The salutogenic model posits that sense of coherence is a global orientation, where life is understood as more or less comprehensible, meaningful, and manageable. A strong sense of coherence helps the individual to mobilize resources to cope with stressors and manage tension successfully with the help of identification and use of generalized and specific resistance resources.

2. Definition of leadership

Leadership plays as an important role in an organization for building the team, process, structures, and environment to successful together by set a vision, mission, strategic plan, monitoring, motivation for successful. However common leadership problems include poor communication, lack of emotional intelligence,

micromanagement, resistance to change, and an inability to set clear expectations or build trust are effect to successful .

3. The Important of sense of coherence and leadership

These issues lead to decreased productivity, high employee turnover, and low morale, negatively impacting the organization's bottom line. Other challenges involve managing difficult employees, guiding teams through change, and motivating staff during difficult times. These lead leader frustration with people and time including rapid change in globalization and technology. These effect to health both physical and mental health also. Therefore strong of sense of coherence would increase resilient, and capacity to face all unpredictable situation in the VUCA world namely voluntary, uncertainty , complexity, and ambiguity, On the other hand these bristle, anxious, non linear and comprehensible or BANI world is important also.

3. How to develop sense of coherence.

Therefore develop sense of coherence would be necessary and could assist leaders to facing all situation smoothly and effective productivity successfully. The guideline for developing sense of coherence focus on 1). Cultivate personal coherence and self-regulation , 2). Enhance clarity and purpose, 3). Build team connection and trust and 4.) Develop resilience and adaptability .These are essential for increasing effective leadership and successful in organization

A sense of coherence (SOC) is a global orientation toward life that describes a person's perception of the world as comprehensible, manageable, and meaningful. It's a core concept in the salutogenic model of health, indicating a person's resilience and ability to stay well despite life's stressors. Individuals with a strong sense of coherence are better at coping with challenges, which is linked to positive mental and physical health outcomes. The three components of a sense of coherence: (Antonovsky (1979, 1987)

1. **Comprehensibility:** The belief that life's events and stimuli are ordered, consistent, and make sense. You feel that you can understand what is happening to you.
2. **Manageability:** The feeling that you have the resources to cope with the demands and stresses of life. You are confident that you have the support and ability to handle challenges when they arise.

3. **Meaningfulness:** The conviction that life is worth the effort and that the demands and challenges are worthy of your commitment. You believe that what you do has purpose and value.

The three components of a sense of coherence were comprehensibility, manageability, meaningfulness.

How to develop a sense of coherence for effective leadership, focus on self-regulation, clarity in communication and purpose, connection with the team, and building resilience. Practice mindfulness to stay centered, articulate a clear vision, actively listen to your team, and create a supportive environment where individuals feel understood and valued.

1. Cultivate personal coherence and self-regulation

1. Model emotional regulation: Practice mindfulness or other techniques to stay calm and centered. This helps create a stable environment for your team, especially during stressful situations.

2. Understand values: Clearly define your personal boundaries and non-negotiables. This clarity helps you maintain balance and can be modeled for your team.

3. Focus on positivity: Regularly assess the own mindset and practice gratitude to promote a positive and constructive attitude.

4. Improve manageability: Develop strong stress management techniques and build a robust support system to help you navigate challenges.

2. Enhance clarity and purpose

1. Communicate purpose and values: Act as a teacher who educates, models, and holds everyone accountable to the organization's vision, purpose, and values.

2. Be an example: Your actions should consistently align with your words. This builds trust and demonstrates that you "walk the talk".

3. Use positive language: Employ language that unites, acknowledges effort, and fosters a sense of belonging.

4. Organize an environment: Take steps to organize a physical and digital environment to reduce uncertainty and increase clarity.

3. Build team connection and trust

1.Listen actively: When you actively listen, you show your team that you value their perspectives.

2.Be attuned to the team's needs: Be aware of the emotional state of your team members and provide the necessary support to help them regulate their emotions.

3.Foster meaningful relationships: Cultivate strong relationships within your team and your broader network. This draws on collective strength and perspective.

4. **Promote a culture of trust:** Operate from a place of mutual respect and integrity. Trust is a key driver of leadership effectiveness.

4. Develop resilience and adaptability

1.Encourage well-being: Advocate for work-life balance and encourage your team to take time off to recharge. Model this behavior yourself.

2. **Focus on people:** Remember that people are central to executing strategy. Ensure they have what they need to thrive.
3. **Embrace continuous learning:** Be open to new ways of thinking and being, as sustainable leadership requires continuous evolution and adaptation.
4. **Handle contradictions:** Learn to name and differentiate between various challenges (trade-offs, dilemmas, paradoxes) to respond effectively.

Therefore the answer how to develop a sense of coherence for effective leadership, focus on cultivate personal coherence and self-regulation ,enhance clarity and purpose, build team connection and trust .

and develop resilience and adaptability

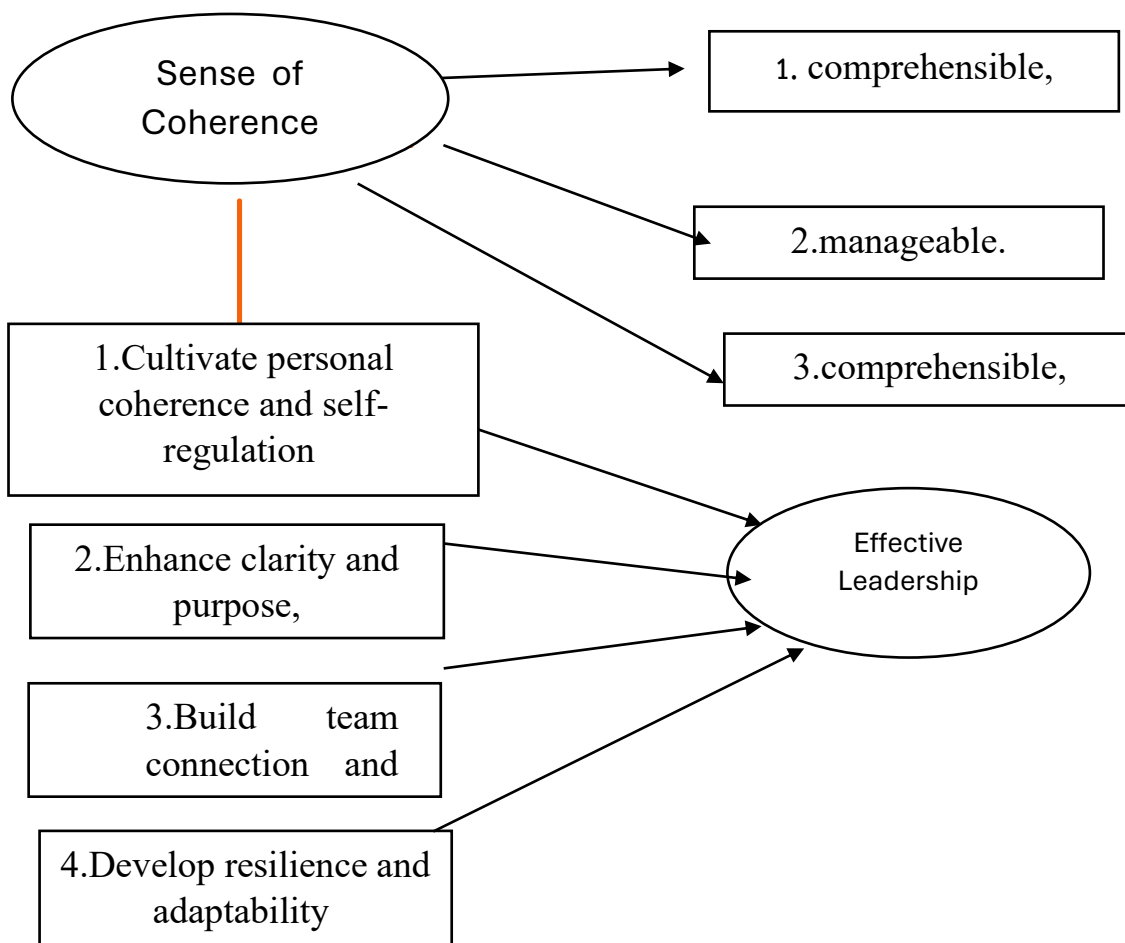


Figure 1 Model of The Power of Sense of Coherence for Effective leadership.

6. Discussion

1. The definition of sense of coherence is a core concept in the salutogenic model defined by Aron Antonovsky (1978). The salutogenic model posits that sense of coherence is a global orientation, where life is understood as more or less

comprehensible, meaningful, and manageable. A strong sense of coherence helps the individual to mobilize resources to cope with stressors and manage tension successfully with the help of identification and use of generalized and specific resistance resources. Therefore essential to develop sense of coherence for increasing capacity and high competency of leaders to smoothly manage themselves in the organization as well as in daily life.

2. Leadership plays as an important role in an organization for building the team, process, structures, and environment to successful. . However common leadership problems include poor communication, lack of emotional intelligence and other challenges involve managing difficult employees, guiding teams through change, and motivating staff during difficult times. These lead leader frustration with people and time including rapid change in globalization and technology. These effect to health both physical and mental health also. Therefore leaders should strong and lead team to successful in various volatility, uncertainty , complexity , ambiguity or VUCA world as well face BANI world smoothly.

3. The development sense of coherence would be necessary and could assist leaders to facing all situation smoothly and effective productivity successfully. The guideline for developing sense of coherence focus on 1). Cultivate personal coherence and self-regulation , 2). Enhance clarity and purpose, 3). Build team connection and trust and 4.) Develop resilience and adaptability .These are essential for increasing effective leadership and successful in organization. Relevance the study of Mozaffar Ghaffarib and Masoud Salami Chaharborj.(2020).found that the direct effect of SOC, self compassion, and affective control on the staff's stress was significant. The indirect effect of self-compassion and SOC on job stress through affective control mediation was also significant. It can be concluded that job stress can be reduced by enhancing affective control, SOC, and self-compassion. But difference from the studies by Abe N. Ethel, Fields Ziska, Atiku Sulaiman Olusegun.(2016) found that The findings indicate that SOC should be considered when designing strategies to address employee work-life needs. Furthermore, it confirmed that the presence of strong SOC does not lead to achievement of work life balance.

. 7.Conclusion

This documentary research studied sense of coherence and leadership , by reviewing relevant documents and literature, then summarizing into categories:

The objectives aimed to study 1). the definition of sense of coherence and leadership and how to develop sense of coherence for effective leadership . Then analysis of categorical groups by content analysis. A strong sense of coherence helps the individual to mobilize resources to cope with stressors and manage tension successfully with the help of identification and use of generalized and specific resistance resources. Sense of coherence could assist leaders to facing all situation smoothly and effective productivity successfully. The guideline for developing sense of coherence focus on 1). Cultivate personal coherence and self-regulation , 2). Enhance clarity and purpose, 3). Build team connection and trust and 4.) Develop resilience and adaptability .These are essential for increasing effective leadership and successful in organization.

8. Recommendation

8.1 Recommendation for research applying

1. Increasing concern of all leader and staff for increasing sense of coherence.

2. Conduct the program of sense of coherence for various level leader.

3. Develop sense of coherence tools for measure appropriate culture and context.

8.2 Recommendation for further research

1. Study development model for increasing leadership by using SOC 12 or SOC 29 follow Antonovsky, A.'s measurement tool.

2. Study quality of life and resilience of leader.

3. study effectiveness of program sense of coherence for increasing leadership in various organization.

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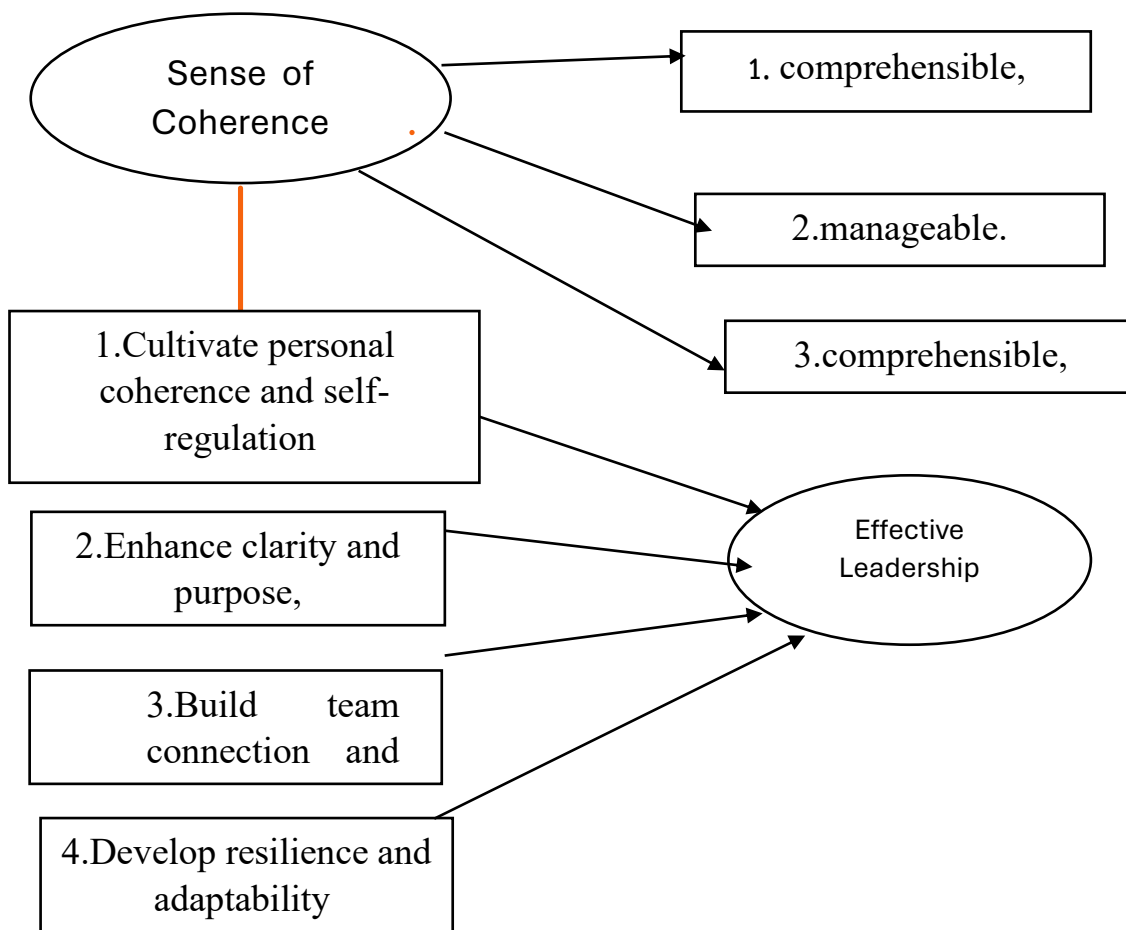


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