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DESCRIPTIVE ANALYSIS OF HIGHER EDUCATION LEADERSHIP: Character and Ability to Lead

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ABSTRACT

In organizational science, a leader is seen as an embodiment of the organization, because he has the authority to use all available resources, including human beings. Therefore, the impact of the leadership role is very large. In other words, from a managerial perspective, organizations must be careful and thorough in appointing a leader, because the consequences/risks that arise are very large for the achievement of organizational goals. Based on this, this research was conducted to look at the character and leadership abilities of the head of the study program at Pamulang University. To prove this goal, a descriptive quantitative approach is used. The research informants were 75 study program developer lecturers, using a simple random sample technique. The results of the study explained that in general the leadership character of the head of the study program at Pamulang University was democratic, with the advantage of being open to various criticisms, always involving lecturers in decision making, and inviting all lecturers to participate in implementing policies. In addition, the personality of the head of the study program at Pamulang university is humane and religious, so there is no distance in interacting with all existing stakeholders.

Keywords: Leader Personality, Leadership Ability, Leadership Style, Study Program, Education Institution

INTRODUCTION

Organizations stand on goals, and one of the efforts to achieve them is through human resources (HR). However, of the many human resources in the organization, there is only one HR figure who is seen as having a very important role in achieving this goal, namely the leader (Kılıç & Günsel, 2019). Theoretically, leaders are part of human resources, but their capacities and qualifications show the feasibility of running an organization from a management perspective (Northouse, 2021).

The management stage is a position, where an HR is no longer talking technically in a small or specific scope, but more things are thought, done, and strived for so that the complexity of achieving organizational goals arises. Therefore, someone who is chosen to be a leader is someone with a mature personality, ability, and mindset (Holt,

et al., 2018). Because what he does involves principles, and has a big impact on many fields and sections. Therefore, do not be surprised if the leaders in an organization are given a higher position and authority.

The culmination of the role of a leader is how to be a precise person for all interests. That is, leaders place themselves above the interests of others, no longer on personal interests (Gavin, (2018). The mindset is how to fulfill organizational goals, human resources, partners, consumers, government, and society. This gives strength to organizational principles that is widespread, so that the benefits received are not only short-term or material in nature. However, the organization gets many benefits from various aspects and in a very long time. Of course this condition is very profitable for the organization, therefore, it is important for the company or organization to can choose good leaders universally (for all circles).

In a study it was explained, the leader is the incarnation of the organization, every order and action represents the interests of the company and also all existing human resources, so that no matter how small the decision is, it will always determine the fate of many parties, both short and long term (Prasetyo, et al., 2021). Therefore, it is very important to set many criteria and evaluations for a leader, so that his role remains precise in many interests. What's interesting about successful leaders is that they can build a culture/civilization/quality work pattern with a system of HR empowerment and rewards. As a result, performance/productivity/work achievement is not only limited to good/profit for a moment, more than that everyone loves and competes to make the best contribution to the organization (Uhl-Bien,). At this point, the leader is able to raise HR and organizational awareness of the system needing each other (Handoko, 2018).

Many studies have put forward the positive results of the role of leadership on performance/work productivity/motivation/discipline and other HR management functions. This is a signal of something very important/fundamental/principle in the organization (Ansell, et al., 2021). That the leader becomes a bridge to the fate of the organization and employees through their role. In other words, good or bad, forward or backward, the profit or loss of the organization is greatly influenced by the role of the leader in carrying out his responsibilities.

(Iordanoglou, 2018) explains that a leader is a person who is given the authority to invite, motivate, and direct all human resources to work with standards/ procedures/

rules to carry out quality work processes, so as to produce work that provides satisfaction and good for all parties. In other words, the leader's role is to ensure the running of an organization in good ways and with an awareness of doing good, so that what is produced can be of good value to all parties, both materially and non-materially.

THEORETICAL BASIS

Given that the position of leaders is in a top position in the organization, then they are people who have control and responsibility for achieving organizational goals, so their existence takes care of all matters, both technical and strategic in nature, in organizational theory they are managerial people who carry out its functions, namely (Hasibuan, 2020):

1. Planning. Leaders are able to document all organizational activities in the form of regulations, work procedures, work instructions, and so on, so that they become guidelines in carrying out work and achieving results.
2. Organizing. Leaders are able to map human resources to the right positions and jobs according to their competence and professionalism.
3. Implementation. Leaders are involved in carrying out tasks, both technical and non-technical in accordance with their duties and responsibilities. Thus, the flow of the organizational structure runs effectively, and affects the process of implementing quality work. actually carry out the function of supervision, inspection, assessment
4. Control. Leaders actually supervise, examine, assess, evaluate and provide feedback.

The leadership's role as managerial will have a lot of direct contact with organizational activities (Aravena, 2019), especially with human resources. Thus, the leadership will try to influence, direct, and invite all existing human resources to be able to mobilize all their resources and efforts, in order to make a significant contribution in achieving organizational goals (Subramony, et al., 2018). So according to (Purwanto, et, al., 2020) a leader is:

1. Leader. Leaders in each line are people with higher/higher positions, so respect is attached to them. Naturally, respect occurs because of the amount of authority or

responsibility over the organization, human resources, work, goals, and so on (Sutrisno, 2017).

2. Motivators. Good leaders are those who are able to manipulate every order, direction and supervision into a hope/ solution/ and policy for each of their employees. So that a feeling of joy, a sense of enthusiasm, and a sense of optimism are awakened in carrying out tasks and achieving goals.
3. Initiator. Leaders become movers, become models, become examples, become role models in many things of goodness, especially at work. Leaders with all their authority can bring about positive changes, thus encouraging everyone to find ways/methods of carrying out tasks better, solving problems thoroughly, and so on.
4. Mentors. Leaders are people who know and understand the goals of the organization. So that he has more feelings for the interests of all parties, including his employees. So, a leader with these feelings, will always try to guide all employees to be the best and make a positive contribution to the progress of the organization (Wallace, et al., 2021).
5. Innovators. The consequence of being a leader is the ability to innovate. He is able to present a complex and strategic point of view, so that he can become a breath of fresh air for progress and common good.
6. Creator. In addition to innovative demands, leaders must be competent/expert/professional so that they are able to demonstrate good execution of tasks, able to produce rules that are useful for achieving goals.

The myriad of responsibilities above is a necessity for a leader with great authority. So its role is a contribution for all parties, and naturally the many advantages it receives, including compensation and facilities (Uzarski & Broome, 2019):

1. Goal contribution. Leaders act as major contributors in achieving organizational goals. He is there as a mentor and director in carrying out tasks, as an initiator in solving problems, as a motivator in burning enthusiasm to achieve maximum targets/goals.
2. Progress contribution. Leaders are the main contributors in encouraging a good management system, good work practices, good work processes, and all things based on quality standards/good work quality. Leaders, thinking about and

working on all things in the organization need quality standards, to guarantee that everything is running properly (Rivai, 2020).

3. HR development contribution. Leaders are also the main contributors to improving the quality of work and life of employees. He does not work for himself or his organization in a material perspective, but he is also fully responsible for the cycle of work needs. That his employees are the guarantee for the organization, and vice versa, so that he encourages a friendly organizational system for the development of his human resources.

METHOD

The rationale of this research is inductive. Where research is carried out on the reality of an object, thus the nature of this research is special. In other words, this research is a researcher's attempt to understand the existing reality by fundamentally digging up information on the research object, with the aim of obtaining useful information in explaining a phenomenon.

The follow-up of the descriptive quantitative approach in this study is to use the survey method. Where the steps in obtaining data are carried out directly through interaction and communication, both through interview techniques and questionnaires. For this reason, this method is seen as better in posing problems in data sources, so that a more actual picture of the phenomenon is obtained. The population in this study were all level one lecturers at study programs at Pamulang University. With this information, the samples that will be used as data sources or informants are samples with these criteria:

1. Study program developer lecturer at Pamulang University.
2. Have a minimum functional position of Expert Assistant.
3. Actively involved in various study program activities directly as a level one lecturer.
4. Sampling technique using simple random
5. The research instrument was a questionnaire that was distributed directly via the Google form

The data analysis technique used in this study is descriptive quantitative with the stages of data collection, data reduction, data presentation and the last step is drawing conclusions.

RESULT

Respondent Profile

It is known the proportion of respondents from gender. Where the number of male respondents who participated in this study showed a more dominant portion, which was as much as 59%. Meanwhile, 41% of female respondents provided information. This confirms that the research correspondents who participated were dominated by the male gender.

The number of respondents who participated was dominated by lecturers with the rank of lector, as much as 71%. While the remaining 29% hold the academic rank of Expert Assistant. Research respondents were dominated by lecturers with Masters/S2 education levels, as much as 71%. Meanwhile, respondents with a Doctoral/S3 education level were 29%. Declaratively, this data informs that the number of respondents involved in the research is from the master's class.

Findings

The leadership style of the head of the study program

Based on the data obtained, it is known that the head of the Pamulang University study program has a democratic leadership style. Democratic in question is:

1. The head of the study program is open in accepting criticism
2. The head of the study program provides opportunities for lecturers to convey aspirations/ideas/ideas/concepts directly
3. The head of the study program involves lecturers, especially study program development lecturers, in making decisions/policies

According to most of the respondents, this kind of leadership style is good in supporting the progress of the study program. Although it is realized, in the process it demands more participation and support from the leadership, in order to build a healthy work climate. In other words, the democratic leadership model in higher education institutions has a positive impact, especially in the emotional formation of organizations or known as organizational sociology. This leadership concept is able to encourage

harmonious and healthy working relationships, so that it can trigger cooperation and mutual cooperation in achieving goals.

In research conducted by Kılıç & Günsel (2019), organizational breakdown can occur if the organization has appointed or appointed leaders who are not open/democratic and have no sensitivity to organizational social relations. So that it can have the impact of bankruptcy, which is initiated by disharmony and bad relationships.

The leadership of the head of the personality perspective study program

Based on the data obtained, it is known that the head of the study program at Pamulang University is a good person, whether what is meant is:

1. The head of the study program has a good personality, which is friendly and polite
2. The head of the study program is good in terms of communication, speaking politely and prioritizing manners
3. The head of the study program is good in terms of interaction, doesn't keep a distance and likes to mingle with lecturers.

Personality characteristics like this are considered very good and are preferred, because they can build a solid work team. This finding is in line with the results of research put forward by Uhl-Bien (2021), organizational awareness must be able to touch on aspects of personality/character, especially in selecting leaders. Because leaders do not only seek to achieve organizational goals, but more than that, how can they build the strength of employees to care and respect each other together in achieving common goals. In this way, healthy and long-term industrial relations will be built.

Leadership of the head of the managerial perspective study program

Based on the data obtained, it is known that the head of the study program at Pamulang University is a leader who is considered to have good managerial skills, especially in terms of:

1. The head of the study program has good capacity and competence in leading
2. The head of the study program is a proportional person at work, not arbitrary or abusing his position/authority as a leader in enriching himself or for personal gain.
3. The head of the study program acts objectively and measurably in delegating academic assignments

Based on these three things, it can be said that the head of the study program at Pamulang University is worthy of being a leader, although several things are noted,

including regarding the implementation of the main duties of the leader, who often delegates them to lecturers.

Leadership of the head of the social perspective study program

Research data shows, if the head of the study program is a social person, namely:

1. Likes to mingle / mingle with lecturers and does not keep a distance
2. Likes to hang out / joke
3. Like to treat / splurge
4. Likes to take part in social activities held on campus and outside

Social instruments are very important for a leader, because he has responsibility for organizational goals through relationships with his employees. So, in the context of this relationship, social skills are the main key to how to win the hearts of employees, so that they can be directed and encouraged to work properly and correctly, in order to achieve organizational goals.

CONCLUSION

Descriptively it is known that the leadership style of the head of the study program at Pamulang University is democratic. This illustrates that there is a system of openness, which encourages participation/involvement of lecturers, especially level one lecturers in advancing study programs. In addition, the figure of the head of the study program is considered a good person and socialist.

This is unique for the agency, where leaders can establish good interactions, so that they can encourage strengthening collaboration, between the bottom line and the top line, so that with this synergy the pace of progress can accelerate. Meanwhile, in the managerial aspect, the heads of study programs are also seen as worthy/capable. The reason is that the three managerial elements are fulfilled, namely the head of the study program has good competency qualifications for a leader, the head of the study program can place himself proportionally on the authority/position he has, and the head of the study program is objective in empowering lecturers, both level one and lecturers. academic executive lecturer.

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