



THE MODEL OF LEADERSHIP BASED CHARACTER FOR INCREASING UNIVERSITY MANAGEMENT QUALITY

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Abstract: The purpose of this study was to determine the pattern of leadership in university management that was integrated into 18 national characters. The approach is carried out by examining the theories, concepts, principles related to those discussed in this paper. Legal materials obtained from secondary data are sourced from library research. The technique used in this research is document study techniques, namely data obtained from relevant literature. All data that has been obtained will be analyzed qualitatively or known as qualitative descriptive analysis. Where all the data collected will be analyzed systematically. Leadership management innovation in Higher Education Management is integrated in which the values of 18 national characters are concepts of religious and cultural teachings adopted, but in reality the trend is to adopt a pattern of leadership style from the West which does not necessarily match the culture in our society.

Keywords: leadership based character, motivation, quality management.

INTRODUCTION

The leader has his own unique and distinctive nature, habits, temperament, character and personality so that it is his behavior and style that distinguishes him from others. This style or style of life will definitely color the behavior and type of leadership. Leadership is a creative aspirational power, spirit power, and moral force, which is able to influence members to change attitudes, so that they are in line with the wishes and aspirations of the leader. In fact, a leader should be a figure who is a role model for those he leads. Leadership is the process of directing and influencing the task activities of the people in the group. Leadership means involving other people, namely subordinates or employees who are led (Beth Knight, 2016).

According to ((BCG), 2015), the leader has his own unique characteristics, habits, temperament, character and personality so that his behavior and style distinguishes him from others. This style or style of life will definitely color the behavior and type of leadership. So that it can bring up several types of leadership. For example, the types of charismatic, paternalistic, militaristic, autocratic, laissez faire, populist, administrative and democratic. In reality faced and problems of several types. This leadership has weaknesses in carrying it out, especially in universities. As it is known that leaders must always be able to motivate members of higher education organizations to make quality improvements. But if you have to give orders

or directions every time and in every case, it will cause difficulties. If every job is done well, it must be with orders from the leadership, and if there is no order from the leadership, the work is not carried out properly, then continuous improvement in the quality of performance will be difficult to realize. Therefore, in order for leadership to not only provide direction or instructions on matters that need to be improved in quality, it also needs to be used to foster intrinsic motivation, which is to raise awareness of the need for everyone in the university to always strive to improve the quality of their respective performances. individually or together as a group or as an organization (Parayitam & Papenhausen, 2018).

The higher education management system has become the focus of collaboration between higher education groups in the same area, with the focus on quality management/quality improvement. Higher education management must be handled in the form of a new paradigm, or a new frame of mind in management. The aim of this new management format is continuous quality improvement, by including the principle of autonomy as a driving force to make the system more dynamic, accountability or responsibility so that autonomy is carried out in a responsible manner, accreditation to ensure the quality of graduates, and self-evaluation so that the decision-making process in planning is based on empirical data and information. Reflecting on the success of MC.Bride in leading Miovision, leadership style (Leadership) is indeed one of the important factors that determine . Organizational success of the leadership style means the attitude and approach of the leader in providing direction, implementing plans and strategies and motivating followers, different situations require different leadership styles (Kartono et al., 2015).

A leader motivates followers through a leadership style based on Indonesian Local Wisdom, namely a character-based leadership style. In realizing this, it is necessary at this time a leadership management style that integrates 18 character building values into the leadership style of management in the environment so that the vision and mission of the university is achieved. of course that will result in the achievement of group goals and individual goals. Motivated followers will try to achieve goals voluntarily and subsequently result in satisfaction. Satisfaction leads to repeated goal-achievement behavior to achieve goals or meet future needs (Tschannen-Moran & Gareis, 2015).

METHODOLOGY

The approach is carried out by examining the theories, concepts, principles related to those discussed in this paper. Legal materials obtained from secondary data are sourced from library research. The technique used in this research is document study techniques, namely data obtained from relevant literature. All data that has been obtained will be analyzed qualitatively or known as qualitative descriptive analysis. Where all the data collected will be analyzed systematically (Sekaran, 2010).

RESULT AND DISCUSSION

Leaders in determining their leadership style must be able to adapt to situations, conditions at a certain time and place. Successful leaders are those who can adjust their behavior according to the demands of the unique environment. Effective or ineffective leadership really depends on the behavior style that is adapted to a particular situation (Safitri, Yuliana, Taradipa, & Aryani, 2020). According to (Ayu Putu Widani Sugianingrat et al., 2019), there are 5 (five) categories of leadership styles that a leader can use, namely:

- a) Autocratic Type
- b) Paternalistic Type.
- c) Charismatic type.
- d) Laissez-faire type.
- e) Democratic Type.

According to (Eisenberger & Stinglhamber, 2011) that a leadership style that is not appropriate or not suitable for leaders to carry out to their employees can reduce motivation, performance and ultimately job satisfaction. In line with that, (Parayitam & Papenhausen, 2018) defines a leader as someone who because of his personal skills with or without official appointments can influence the group he leads to move joint efforts towards achieving certain goals. Broadly speaking, approaches or perspectives on leadership consist of :

1. Trait Theory

This theory emphasizes more on aspects of personality such as intellectualization, emotion, physical condition (age, height and weight) and other personal traits. This theory focuses on two aspects of leadership behavior and leadership styles. The first aspect emphasizes the functions performed by the leader in the group. For a group to run effectively, one must perform two main functions, namely (Robbins, Judge, Odendaal, & Roodt, 2016):

- a) Functions related to tasks (task related), or problem solving, which providing solution suggestions, information and opinions.
- b) Group or social maintenance functions, including everything that can help the group run more smoothly, agreement with other groups, mediating differences opinion and so on. The second aspect of the behavioral leadership approach focuses on the leader's style in relation to subordinates.

2. Situational Theory (Contingency Theory)

Situational-contingency approach describes that the style used depends on factors such as situation, task, organization and other environmental variables. The well-known situational theories are (a) Robert Tannenbaum and Warren H. Schmidt, (b) Fielder, (c) Hersey and Blanchard, (d) Leader Member Exchange Theory, (e) Path Goal Theory, (f) Participation Model (Kunisch, Menz, & Birkinshaw, 2019).

3. Behavioral Theory

Describe specific behaviors that distinguish leaders from non-leaders. Ohio researchers identify two groups of behaviors that affect leadership effectiveness, namely the initiating structure and consideration. The consideration factor describes a very warm relationship between a superior and a subordinate, the existence of mutual trust, kinship and respect for the ideas of subordinates. The initiative structure explains that a The leader regulates and determines organizational patterns, communication channels, role structures in achieving organizational goals and how to implement them (Skorková, 2016).

4. Transformational Theory

The theory of leadership develops in many directions such as transformational leadership. Transformational leadership is a style that is used depending on factors such as situation, employees, tasks, organization and other environmental variables. There are 4 (four) elements that underlie transformational leadership, namely (Kao & Tsai, 2016):

- a) Charisma
- b) Inspiration
- c) Intellectual Stimulation
- d) Individualized Considerations

In the leadership pattern described above, there are always obstacles and weaknesses in practice which is reflected that the leader is something that is very feared and there is a gap. So that the situation does not create a sense of kinship which makes the work atmosphere uncomfortable. To overcome these problems, it is necessary to develop a leadership model. There are 18

(eighteen) values of national character as issued by the Ministry of National Education, namely (Rodrigues, Vieira, Xavier, & Silva, 2014):

- a) Religious Values
- b) Honesty
- c) Tolerance
- d) Discipline
- e) Hard Work
- f) Creative
- g) Independent
- h) Democratic
- i) Curiosity
- j) National Spirit
- k) Love of the Motherland
- l) Rewarding Achievements
- m) Friendly/Communicative
- n) Peaceful Love
- o) Likes to Read
- p) Care for the Environment
- q) Social Care
- r) Responsibility.

The definition of the 18 character values mentioned above is as follows:

1. Religious

Obedient attitudes and behavior in carrying out the teachings of the religion they adhere to, being tolerant of the implementation of worship of other religions, and living in harmony with followers of other religions.

2. Honest

Behavior based on efforts to make himself a person who can always be trusted in words, actions, and work.

3. Tolerance

Attitudes and actions that respect differences in religion, ethnicity, ethnicity, opinions, attitudes, and actions of others who are different from themselves.

4. Discipline

Actions that show orderly behavior and obey various terms and conditions regulation.

5. Hard Work

Actions that show orderly behavior and obey various rules and regulations.

6. Creative

Thinking and doing something to produce a new way or result of something have owned.

7. Independent

Attitudes and behaviors that are not easy to depend on others in completing tasks.

8. Democratic

Ways of thinking, behaving, and acting that assess the same rights and obligations of himself and others.

9. Curiosity

Attitudes and actions that always seek to know deeper and broader than something that is learned, seen, and heard.

10. National Spirit

A way of thinking, acting, and having insight that places the interests of the nation and state above self-interest and the group.

11. Love the Motherland

A way of thinking, acting, and having insight that puts the interests of the nation and the state above self and group interests.

12. Rewarding Achievements attitude and push produce be useful to society, and recognize, and respect the success of others.

13. Friendly/Communicative

action that himself for something that attitude and push produce useful for society, and action that himself for something that acknowledge and respect the success of others. 14. Peaceful Love attitude and push produce useful for society, and action that himself for something that acknowledge, and respect the success of others.

15. Likes to Read

Habits of taking time to read various readings that give virtue to him.

16. Care for the Environment

Attitudes and actions that always seeks to prevent damage to the surrounding natural environment, and develops efforts to repair the natural damage that has already occurred occur.

17. Social Care

Attitudes and actions that always want to help other people and communities in need.

18. Responsibility

A person's attitude and behaviour to carry out his duties and obligations, which he should do, to himself, society, the environment (natural, social and cultural), state and God Almighty.

Among the 18 values of the nation's character that can be implemented in a leadership pattern to run a business in an effort to avoid Cyber Crime in Business Competition are as follows:

1. The value of honesty.

According to (Laequddin & Sardana, 2010), the word honest can be defined as being upright, not lying, and not cheating. Honesty is one of the very important qualities for life. Independence Value.

2. Discipline Value.

According to (Valaei & Rezaei, 2016), the definition of discipline is obedience to the rules. Discipline values can be realized, among others, in the form of the ability to manage time well, comply with all applicable rules and regulations, do everything on time, and focus on work.

3. Value of Responsibility.

According to (Kaur, 2015), the definition of the word responsibility is the state of being obliged to bear everything (if anything happens, you can be prosecuted, blamed and sued). Responsibility is accepting everything from a wrong deed, be it intentional or unintentional. This responsibility is in the form of an awareness of the obligation to accept and solve all the problems that have been done. Responsibility is also a dedication and sacrifice, meaning that service is a good deed in the form of thoughts, opinions or energy as an embodiment of all loyalty, affection, norms, or a bond of all that is done sincerely.

4. The Value of Hard Work.

Hard work is based on a will. The words are associated with determination, perseverance, endurance, clear goals, work power, determination, self-control, courage, firmness, energy, strength, masculinity and unyielding.

5. Value of Justice.

Based on the meaning of the word, fair is equal, impartial, impartial. In everyday life, thoughts as the basis for making decisions will continue to develop along with one's experience and knowledge. If a leader in a university in its management makes a leadership pattern that is applied, it is the latest technological breakthrough which has been ignored, although in fact it is not a new one because it is already a concept of religious and cultural teachings adopted, but in reality it is not. considered but adopting a pattern of leadership style from the West and considered a trend that does not necessarily match the culture that exists in our society.

CONCLUSION

Leadership management innovation in Higher Education Management is integrated in which the values of 18 national characters are concepts of religious and cultural teachings adopted, but in reality the trend is to adopt a pattern of leadership style from the West which does not necessarily match the culture in our society.

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