

Needs Analysis; Leadership Competence of Administrative Leaders in Higher Education

Sulastri

Doctoral Student of Education Program, Postgraduate,
Universitas Negeri Padang, West Sumatera
sulastri_aip@fip.unp.ac.id

Nurhizrah Gistituati

Administration Department, Postgraduate, Universitas
Negeri Padang, West Sumatera
ng@fip.unp.ac.id

Neviyarni S

Counseling Department, Postgraduate
Universitas Negeri Padang, West Sumatera
neviyarni_s@fip.unp.ac.id

Hasdi Aimon

Faculty of Economics, Postgraduate,
Universitas Negeri Padang, West Sumatera
hasdi_aimon@fe.unp.ac.id

ABSTRACT

Abstract—The purpose of this study was to describe the problems encountered by administrative leaders in universities in terms of change management, conflict management, decision making, communication, team building, and the ability to improve performance. The type of data in this study is qualitative. The results of the study prove the many problems encountered in the field in terms of management of change. Overall the results of the interviews prove that in terms of change management, administrative leaders find it difficult to accept new things related to the execution of tasks. Furthermore, the administrative leadership has difficulties in resolving conflicts and utilizing the positive side of the conflict. Administrative leaders also experience difficulties in determining priorities in making appropriate decisions. Another problem in terms of communication, administrative leaders have difficulty in providing understanding to employees because of differences in communication characteristics. For the competence of the team building the leadership has difficulty in building work teams and directing employees. Another equally important problem encountered was that the leadership had difficulty in sanctioning employees to enforce discipline and had difficulties in developing employees' careers programmed.

Keywords: *competence needs analysis; administrative leadership; higher education*

I. INTRODUCTION

Higher education is a very important part in the intellectual life of the nation. Higher education a source to produce people who are professional and have the skills. This is in accordance with the legislation No. 12, 2012 about higher education, that education is a high level of education after secondary education which includes a diploma, Bachelor, master's degree program, the program doctoral, and the program profession, as well as specialist program, organized by the college based on the culture of the nation of Indonesia [1].

College advancement depends greatly on the quality of leadership. As expressed by Altbac [2] that in the United States College is managed by people who have knowledge about the problems of the College, so it's able to push the College into a research university. The leadership of the various problems will be able to advance the College in order to be better again. It is therefore important to improve leadership competence presumably so that they are able to overcome various problems in college. It is also expressed by [3] that the leadership competencies need to be improved through science technology-based problem solving. Leadership competencies is important also said in the field of cognitive ability, vision, interpersonal skills, and the ability of the production management [4]. In addition the research of Al Ansari (2011) also give leadership competencies is important to solve various problems in College such as managerial competence, cognitive, social, motivational, personal and professional competencies [5]. The competence of the leadership is very helpful in making effective decisions, conducting surveillance/assessment, and formulate goals for the future. Sherman in her research said that the leadership needs to be improved competencies in various areas such as financial management, human resource management, and other fields [6].

The ability to resolve the problems in College was very important because with understanding the issues then the leadership of easily finding the solution and can be the right decision. In college there are academic leadership and administrative leadership. Academic leader in take of the lecturers are given additional duties as Rector, Vice-Rector, Dean, Vice Dean, Chairman of the Department of the Secretary of the Department, and some other Office types. The leadership of administratif taken from the officer's non educational employees lecturers such as head division and head of sub-division.

This study emphasizes the administrative leaders of the leadership. It is necessary to increase capacity building in

higher education. Administrative leaders often face many problems in the field. The following observations and interviews with some of the administrative leaders of the writers even views of the officers are also at the Universitas Negeri Padang.

- 1) Administrative leaders is still constrained in the face of various changes in the environment of the organization. The leadership was less able to manage change, especially in terms of technology used. Even in utilizing information systems also still often besides the leadership is also facing trouble in the behavior of employees. In addition the ability of leadership cooperation also needs to be improved because there are still many activities that are less well underway between fellow employees.
- 2) When viewed from the management of the conflict, seen that conflicts in the environment of employees is quite high, so the atmosphere less conducive to cause less work gets done properly.
- 3) The ability of administrative leadership in taking decisions is also less than optimal, there are still many delays in decision-making and even too rigid in taking decisions.
- 4) There is still need to be improved the administrative leader in utilizing information systems, so as to slow down the volume of work.
- 5) Judging from the ability of administrative leaders in forming a solid team still need to be improved Visible phenomena in the field still has many employees who have less a sense of organizational discipline as well as down.

The initial findings of the researchers want to know this issue in depth, in a study of **NEEDS ANALYSIS: LEADERSHIP COMPETENCE OF ADMINISTRATIVE LEADERS IN HIGHER EDUCATION**. The purpose of this study was to describe the needs analysis in terms of leadership competencies; manajemen of change, conflict management, decision making, communication, team building, and the ability to improve performance. This research could be a recommendation to the leadership of the administrative leaders especially in order to improve the competence of its leadership well.

II. RELATED WORKS/LITERATURE REVIEW

Leadership competencies into the size is very important to the success of a leader. The competence that owned the leadership cannot exist by itself but must exercise that capability that is inside a stable leader. This is in accordance with expressed by Colquitt [7] said that competence it is the ability of a relatively stable and applying it with a variety of activities on the environment. Bennis [8] accessed April 13, 2017 said that there were some of the leadership skills that have proven so effective leadership made, which includes a set of abilities that appear and are able to determine ide, interpersonal relationship skills, knowledge and technical capabilities that work everywhere. The ability that includes integrity/honesty, communication, technical ability, awareness of the rich diversity, other developments, results orientation, change management, relationship skills, problem solving, understanding political decision making, strategic/critical thinking, customer focus, business skills, leadership,

influence, skills management conflict, more recently of emotional intelligence, social responsibility and the environment, depending on the culture of the organization and innovation.

Strengthens the leadership competencies that it is made up of competencies for job, competency in establishing relationships with people, and competencies that relate to yourself [9]. Vaculic also explained that the ability of the leadership in terms of determining, forecasting, planning and organizing tasks given. While the competencies associated with those that include the ability to build relationships with others, cooperate with others, handle conflicts, and develop others. This ability is related to appoint the leadership abilities that relate to himself. This group will conduct its own observation, self-evaluation and self management, self knowledge, self confidence, maturity, personal values, fairness, openness, self development, integrity press management, ability to accept terms.

Expected by analyzing the various problems in the field of competence of administrative leadership, the leadership was able to get enlightened so can succeed in the lead.

III. MATERIAL & METHODOLOGY

The type of data in this study is qualitative. Techniques and tools for data collectors in this research is the observation, interviews, and documentation study. Informants in this study were taken from a representative of the Bureau Chief, Dean, head of Sub-Division, officials and professors. To obtain the validity of data, researchers using the technique of triangulation by continuous observing. In addition researchers also extend the time in the field. So that the result can be a maximum of so researchers try to compare the results of interviews with observations, compare what is said to be informants with other informants and conduct re-examination against data sources that use the theory approach to seeking additional explanation.

IV. RESULTS AND DISCUSSION

A. Results

Observation and interviews has be done on Agust-September 2017 to some people the Dean, head of section, head of Sub-Division, officials and professors. This is done to obtain data on the administrative leadership of the leadership competencies required. In addition to knowing about the training design what is needed to improve the competence of the administrative leadership of the leadership.

1) Dean

- a) Are activities that had already been followed for this by the leadership can solve administrative issues that are on the field?

"The various problems encountered in the field that impact on the implementation of the work. The leadership of the administrative head of the Department in this case, still have difficulty in empowering employees. Especially when there are job rotation,

there are some employees who have been placed in a new place that still live on the workplace first. Apart from that showdown between employees also exist that have not yet occurred and so the maximum in solving the issue."

- b) What are the problems most frequently faced by the command of administratif.
"The various problems encountered in the field and often protracted impressed. Moreover, when employees are required to follow activities to the outside to increase the competence of its leadership. As a personal problem, the difficulty of leaving the family, the problem of operating costs and so on. For it is to think about the activities that it is easier to increase the competence of leadership. There are several things that can be considered in terms of time, distance and the operating costs that will be incurred "
- 2) Head Division
 - a) Are activities that had already been followed for this by the leadership can solve administrative issues that are on the field?
"During these activities that followed still impersonal, so not all problems can be solved properly. There are still many problems that are encountered in the field so as to make a little constrained in performing the work ". As in utilizing information systems to support decision making. Because it is less capable of utilizing information systems finally decision taken later. Furthermore, in taking decisions the leadership tend to be less confident causing terhambatnya job done.
 - b) What are the problems most frequently faced by the command of administratif?
"Certainly there are some problems encountered during training. That could be a problem of individual participants or in terms of management. Such as problems of individuals such as kekurangsiapan to join the training because of family problems, or other personal issues. So to consider training methods to be implemented are on the job training or off the job training. Therefore need to be considered appropriately so it is not constrained when training funded "
 - 3) Head of sub-division
 - a) Are activities that had already been followed for this by the leadership can solve administrative issues that are on the field?
"Most of the head of the section exist which are able to solve various problems encountered in his work. However, there are still many who have not been able to solve them when it was already in the field. A lot of things which should be resolved at the level of head of the Department, was forced to intervene tops from the head part to resolve the issue "
 - b) What are the problems most frequently faced by the command of administratif?
"The problems faced are quite varied, there are issues that are sourced from participants due to problems such as hard to leave the family and so on. In addition there

is also a training of the design less attractive and tend to be monotonous. Moreover, the head of which is generally already aged 40 's, could not be enforced in receiving instruction. But there has to be a surefire strategy to be able to provide material that is meaningful to the participants "

- 4) Employees
 - a) Are activities that had already been followed for this by the leadership can solve administrative issues that are on the field?
"According to my judgement enough to solve the problem, but still needs to be improved so fast in taking decisions against the problems will be solved."
 - b) What are the problems most frequently faced by the command of administratif?
"Problems encountered generally because walk venue and duration time of training undertaken. This causes the head part long enough to be outside the area. This is quite an impact on the work to be carried out "
- 5) Lecturer
 - a) Are activities that had already been followed for this by the leadership can solve administrative issues that are on the field?
"The difficulties encountered so far is the lack of coordination and tend to be slow in taking decisions. So this slows down other activities, because waiting for clear instructions from the leadership. Other problems of the existence of difficulties in communicating because less pahamnya basic tasks and functions that run as a head of section.
 - b) What are the problems most frequently faced by the command of administratif?
"Ability to organize or empower the employees still need to be improved. Where there are still officers less well-organized, even though they are basically already have basic tasks and functions of each. In addition it should be noted that officers have the potential to be diberdayakan well, so they feel valued, and it could make them excited in work "

Various problems in the meet on top of the very impact on implementation of the work. When seen from the percentage is about 91.67% administratif leader wants a given training about change management. It is very necessary that the leader was able to overcome various problems in change management indicators. Furthermore about 91.07% administrative leadership need to be provided with competence for the management of the conflict. This is particularly necessary because managing conflict is one of the successful leadership in leading the organization. The percentage of the needs analysis is somewhat lower than the other is in terms of decision-making about 71.43% leadership needs to be given the competence of such indicators. While the percentage who have the same needs for improving the competence of leadership is communication and team building indicator with percentages of 92.86%. The very last competence required for further note is the performance management with the percentage of 91.67%.

Administrative leadership generally requires the existence of implementation of further training to enhance the competencies of leadership. So that the various problems that exist in the field can be resolved properly. The following analysis of the needs of administrative leadership in order to be given training about the problems encountered in the field

B. Discussion

1) Change management

Based on the results of data analysis, it can be noted that in this change management capabilities, the training is really needed by the administrative leaders training is related to the ability to utilize technology in controlling jobs and training for managing employees who resist change. As we know, the technology will be continue to evolve with the times, then administrative leaders capability in technological development also should be improved in order to make use of technology in carrying out its work. In addition, the changing times always bring impact on the organization be it a positive impact or a negative impact, but basically a change is important for future of the organization. Therefore, administrative leaders must be capable of managing employees to adapt to the changes.

2) Conflict management capabilities

Conflict management for administrative leaders is important because if the conflict go on will affect the objectives of the organization, as expressed by the [10]. In order for the conflict within an organization can be managed well, then the administrative leaders of the angle should be able to manage the conflict so as not to be an precipice-breaking institutions. Based on the results of the analysis of the data, obtained the information that there are some important aspects that are badly needed by the administrative leader associated with the management of the conflict. Among them, the administrative leaders of the very need to have the ability to understand about the conflict the organization and have an awareness that conflict is essential for the progress of the organization. The formation of a good understanding and awareness about a conflict in the organization will determine the timeliness of decision making. In addition, the administrative leaders of the desperate need of the ability to be able to recognize the problems and challenges that are faced by the organization.

3) Decision-making ability

Decision-making is frequently done by the administrative leaders in an institution. An administrative leader must be able to the decision appropriately taking into account the various impacts caused by decisions taken. Not only appropriately, an administrative leader at a particular condition should also take a decision quickly on the things that are incidental. As expressed by Thoha [11] that in order to take a decision is also adapted to the administrative leaders of the leadership style. In addition, that the leadership of someone very big role in any decision-making, making decisions and taking responsibility against the result is one of the duties of a leader. [12]

Decision making effectively and efficient certainly should be supplemented with the ability in decision making. Based on the results of the analysis of the data, obtained information that many aspects required by an administrative leaders in

decision making. Such aspects as an administrative leader should have the ability to analyze the data obtained for a decision. The ability to analyze data is a basic ability in effective decision making. Because that, administrative leaders are need to get training with regard to how to analyze data to decision making. In addition, an administrative leaders is very necessary to have ability in selecting the most appropriate alternatives to solve problems, make decisions are hard-wired and not hard-wired. Another thing that is very necessary by administrative leaders is the ability to use the techniques of decision-making. The use of the technique used by an administrative leadership will determine the level of effectiveness in decision-making.

4) Communication skills

Communication is a very important thing for the development of the Organization. As emphasised by the [10] that communicate in powerful and sensitive, being a trainer, and constructed the employees is a high priority as a leader. Effective communication in a communication between the leadership of both institutions with subordinates, with the leaders of subordinate or subordinates with subordinates will largely determine the effectiveness of the climate and an institution. The results of the analysis of data obtained by spreading the now, illustrates that there are important points that should be owned by an administrative leader in order to be able to create effective communication within the institution. These points among other things such as an administrative leader should have the ability to overwhelm the message and ability in using the right medium of communication. In addition, the very thing that need to be understood and owned by an administrative leader is to understand the background, level of education and the position of the komunikan as well as the State of the environment while communicating. Specifically for the understanding of the background and level of education komunikan is often overlooked by an administrative leadership so that sometimes creating ineffective communication. In addition, an administrative leader is also in desperate need of the ability in using language to communicate.

5) Team Building

Based on the results of data analysis research on team building obtained information that the leadership is in need of administrative capabilities in order to be able to bring in consultants to push the performance of employees. As it is known, that in order to bring in a consultant is not an easy thing, it needs special skills. In addition, an administrative leader should have the ability to hold a variety of meetings for team building, providing opportunities and achievements to the officers, has maintain the commitment in the work and have the ability to make employees bound and involved in the organization. To have all this ability, is not an easy thing. Because to build a solid team, inside of a leader should be embedded various capabilities associated with team building. Including the ability of placing a high value on teamwork and the ability to instill a sense of belonging so that organizational against the institution can be internalized not only on the administrative leaders of the self alone but also on the whole employee.

6) Capabilities improve the performance of Employees

A good employee performance in an institution is one of the keys to realizing a quality institution. The quality of the employee's performance a little bit the number will indicate the quality of an institution. That performance is the real behavior of the displayed works in the achievements of one's organization. [12]

Employee performance improvement depends greatly of administrative leadership. Based on the results of the data processing by the question form, obtained information about many things that need to be owned by a leader in improving the administrative performance of the current. Among them are the administrative leadership of the need to have the ability to provide sanctions for employees who violate discipline. Subjective attitudes that tend to appear in administrative leadership sometimes be a hindrance in enforcing discipline. In addition, an administrative leaders is very necessary to have the ability to develop career employees and develop quality employees as it includes employees in various training activities.

V. CONCLUSION

Based on the discussion above, the research results can be summed up as follows:

- a. Multiplicity of problems still encountered administrative leaders in the field in terms of leadership competencies. Administrative leaders requires the existence of a follow-up to improve administrative leaders competence. About 91.67% administratif leaders wants a given training about change management. Furthermore about 91.07% administrative leaders need to be provided with competence for the management of the conflict. The percentage of the needs analysis is somewhat lower than the other is in terms of decision-making about 71.43% leadership needs to be given the competence of such indicators. While the percentage who have the same needs for improving the competence of leadership is communication and team building indicator with percentages of 92.86%. The very last competence required for further note is the performance management with the percentage of 91.67%.
- b. It is desirable with a needs analysis of the administrative leadership of the leadership competencies, can look for

solutions to improve the competence of its leadership. So it is able to carry out its task properly.

- c. Research very important especially to enhance capacity building in higher education.
- d. This research can be input for the leadership of the College in order to program an array of activities capable of improving the administrative leadership competencies are hard-wired.

References

- [1] Undang-undang Nomor 12 Tahun 2012 tentang Pendidikan Tinggi (Sesuai dengan Peraturan Presiden RI nomor 10 Tahun 2016 tentang Dosen dan Tenaga Kependidikan pada Perguruan Tinggi Baru)
- [2] Altbach, P.G. (2005). Ten Years: The Center for International Higher Education. *International Higher Education*, 41 Fall.
- [3] Jablokow, dalam Inf Technol Manage dengan judul IT Leadership from a Problem Solving Perspective 11:107-122, DOI 10.1007/s10799-010-0071-4 .2010.
- [4] Ammons, yang berjudul Developing Core Leadership Competencies for The Library Profession dalam Library Leadership & Management, Volume 23, Issue 2, p63-74, 12p, 2009.
- [5] Al Ansari, dalam Libri: International Journal of Libraries & Information Service., 8p. 2 Charts yang berjudul Developing a Leadership Competency Model for Library and Information Professionals in Kuwait Volume 61, Issue 3, p239-246. September 2011.
- [6] Sherman, Rose O, dalam The Journal of Nursing Administration Volume 37, Number 2, pp 85-94 Copyright B 2007 Wolters Kluwer Health. <https://www.researchgate.net/publication/6531686>. 2007.
- [7] Colquitt, A, Jason. (2003). *Organizational Behavior: Improving Performance and Commitment in The Workplace, Fourth Edition*. New York: McGraw-Hill Education.
- [8] Thach, E., Thompson, K. J. (2007). Trading places – Examining leadership competencies between for-profit vs. Public and non-profit leaders. *Leadership & Organization Development Journal*, Vol. 28, No. 4, pp. 356-375.
- [9] Vaculik, Prochazka Jakub, Smutny Petr. (2014). Competencies and Leadership Effectiveness: Which Skills Predict Effective Leadership? *Journal of Management*, Volume 32 Nomor 337 – 344.
- [10] Carnegie. Enhance
- [11] Thoha, Miftah. (2006). *Kepemimpinan dalam Manajemen. Kepemimpinan dalam Manajemen*. Jakarta: PT Raja Grafindo Persada.
- [12] Rivai, Veithzal. (2011). *Kepemimpinan dan Perilaku Organisasi*. Jakarta: Rajawali Pers.