

Transformative Leadership for Improving the Quality of Indonesian Islamic Universities

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ABSTRACT

Leadership models and styles greatly affect the success of a college. The low quality of Islamic tertiary institutions today is an indicator of the failure of leaders in revitalizing institutions and accommodating the aspirations of their subordinates, so that the shared vision and mission is not achieved. Harmonization between leaders and subordinates greatly affects the quality and success of leadership in Islamic Religious Higher Education (PTKIN). Reality shows that the quality of PTKIN is very low compared to General Universities (PTU). This paper aims to observe and analyze the concept of leadership at PTKIN today. The analytical method used in this study is a descriptive-analytical method, combined with a concept study approach and interpretive analysis in the form of a critical thought pattern for later synthesis to produce a conclusion. Based on the analysis and conceptual studies, there are several strategies that can be developed in actualizing the transformative leadership model at PTKIN. This is a leadership that is oriented toward the vision and mission of the institution, funding and equitable financing strategies, management strategies based on expertise and professionalism, technology-based education, enforced good-governance, and toward joint commitment and application of the principles of transparency and accountability.

Keywords: Transformative leadership, Islamic universities, improvement of quality

1. INTRODUCTION

Referring to Law No.12 of 2012 on tertiary institutions, there are main components and supporting components in higher education, which include the main components, namely: the learning process, curriculum, lecturers, learning facilities, funding, research, management and leadership. In realizing these components the leadership factor has a very large influence, so that it is urgent in the appointment or election of leaders who have the ability and role models for their subordinates.

The election of the leader (Rector) at the State Islamic Religious College (PTKIN) in the last few years is suspected to be full of problems. Allegedly, the inauguration of a number of chancellors, vice chancellors, deans and vice deans at several faculties in the State Islamic Higher Education environment contradicted the Minister of Religion Regulation (PMA) no. 2015. Indirectly, the situation has caused unrest among the academic community who care about PTKIN sustainability. The appointment of a number of officials in the Ar-Raniry UIN campus environment is considered to violate the provisions of PMA No. 21 of 2015 concerning the Statutes of the Ar-Raniry State Islamic University in Banda Aceh. For example, the appointment of the Deputy Chancellor for Academic and Institutional Affairs of UIN Ar-Raniry, is considered not to meet the requirements, as stipulated in article 29 letter f in PMA No. 21 of 2015 [1].

The above phenomenon does not rule out the possibility of similar occurring in other PTKIN.

Leaders that are chosen should possess particular abilities specified by the applicable laws and regulations, so that they are able to carry out the vision of the institution well. In order to live the vision of the institution, the role of Islamic universities is not only about transforming Islamic values, but also fortifying themselves from the negative access of globalization and modernization. But it is also urgent about how the moral values having been instilled through education are able to play as generators that have a liberating power from the pressures of social-cultural, technological and nonsense backwardness in the midst of social mobility that fast movement [2].

Considering the speed of change that occurs in the current industrial era 4.0, we need a leader who is visionary and able to transform technological advancements based on Islamic values, therefore we need leaders who have the ability to implement leadership styles that are responsive to the situation, transformative and visionary. The spirit and optimism that exists in a leader must be clearly communicated so as to make an impact on the growth of the organization, and influence others effectively through concrete actions, so that they become role models.

Departing from the above discussion, this paper will discuss how a leader of the State Islamic Religious University (PTKIN) is able to make a breakthrough of institutional transformation, so as to improve the quality of

institutional management of the Islamic universities, through a transformative leadership.

2. RESEARCH METHOD

This research uses literature study with a qualitative approach. Researchers examined various sources of books and journals that discussed transformative leadership, then combined it with grounded data about leadership found at PTKIN today.

The method used in this study is conceptual. The analytical method used is descriptive-analytical, combined with a conceptual study approach and interpretive analysis in the form of critical thinking patterns [3]. Then the writer synthesizes the concept analysis to produce a new thought [4] or conclusions, relating to the formulation of the transformative leadership model at the State Islamic Religious College (PTKIN).

3. DISCUSSION

3.1. Concepts of Leadership and 'Transformative'

Leadership is defined in different ways by different people. According to Stoner, managerial leadership can be defined as a process of directing and influencing the activities of a group of members who are interconnected with their duties [5]. Slatter, Lovett and Barlow argued that leadership is what the future will be like, directing people towards vision and mission and providing inspiration so that vision is achieved even with various obstacles) [5]. Drucker argues, leadership is the responsibility of a leader to be able to choose strategies to be able to make the organization successful, grow and succeed in facing competition [6].

While Jacobs & Jaques in Yuki said, "*Leadership is a purpose of giving purpose (meaningful direction) to collective effort and causing willing effort to be extended to achieve goals*" [7]. In line with the above theory, Jones and George states that leadership is a process of influencing and inspiring others, providing motivation for activities undertaken to help groups or organizations achieve their goals [8]. Gomez-Balkin further stated, to be able to carry out their duties properly, a leader must have the expertise to influence subordinates [9]. So, the leader must transform so that he can move and direct subordinates in carrying out their duties. With the delegation of work resulting in the emergence of subordinate confidence, so they are driven to show their performance and potential with sincerity.

Transformative leadership is the ability of a leader to work with and, or through others to optimally transform organizational resources in order to achieve meaningful goals in accordance with predetermined achievement

targets [10]. These resources can be in the form of human resources, facilities, funds, and organizational external factors. In organizations such as tertiary institutions, human resources can be in the form of leaders, staff, subordinates, experts, teachers, lecturers, researchers and others.

Transformative leadership leads HR to be led towards the growth of sensitivity in coaching and organizational development, development of a shared vision, distribution of leadership authority, and development of organizational culture which is a necessity in the university restructuring scheme.

A positive college culture is associated with high student motivation and achievement, increasing collaboration between lecturers, and changing lecturers' attitudes toward their work going forward to be positive. Learning practices in the learning room, whether attractive or monotonous, conducive or distorting, productive or derivative, fun or boring, and so on, are largely determined by the ability of lecturers to be positive about their assignments. The positive attitude of the lecturer in the learning room does not stand alone, but among others is contributed by the transformational leadership style of the leader.

One special theory is transformative leadership. According to this theory, the leader has four main tasks. They are the followings: [11]

- Determine the Mission or Desired Future. The leader must be able to explain future goals to his followers with an interesting picture. This is necessary so that followers are optimistic and resolute in facing temptations, but loyal to their group, enthusiastic in carrying out the tasks assigned to them, and consistent with shared goals. The leader does not have to be alone in forming a vision. He can include the participants. Vision sometimes also formed from the methods they brought or they inherited from their predecessors. Vision sometimes starts with a vague form of shadow that will become clear with time and crystallize with the development of the situation, through dialogue, after the participation of all parties. Several studies have shown that forming vision is the most important element in leadership transformation.
- Communicating Vision to Followers. However great a vision is, it will be of no value if it is not understood and believed by its followers. Successful leaders are leaders who are able to communicate vision to their followers heart-to-heart through clear illustrations, so that they see it as they see an actual reality. They will be passionate about carrying that vision, moving towards that vision and making sacrifices for that vision.

- Realization of Vision. Successful leaders will not be satisfied with just explaining the vision they have. Not only that, he will also implement it. Successful leaders don't arrange followers from the ivory tower and talk to them from above about the future, hopes, and ideals. A successful leader is a leader who lives in the midst of followers and responds to every event and event both large and small through his interaction with the desired vision and seeks confidence in the suitability of all activities against the vision, values, and principles that shape it. In addition, a successful leader is someone who is patient, has a great desire, and a strong determination to reach a shared vision. With his enthusiasm and determination, the group he leads will be increasingly solid and increase their confidence in the leader's vision, sincerity, honesty, and clear understanding.
- Increasing Consistency of Followers on Vision. This is the fourth task as a successful leader. After he sets his vision, conveys to his followers, feels and applies it to himself, one of his main tasks is to increase this commitment, here are some ways that can be used; *First*, give encouragement and always remind with the stories of previous people. *Second*, involving followers in forming a vision, in making decisions, as well as giving broad authority. *Third*, a good example. Contemporary Western studies prove that the lack of role models or role models and the weakness of a leader's credit is the biggest cause of weak institutional performance.

Rivai explained that there were four characteristics of transformative leaders [10], including;

1. (*Charisma*, provides vision and mission, instills pride and earns respect and trust.
2. *Inspiration*, communicating high expectations, using symbols to focus efforts, expressing important purposes in a simple way.
3. *Intellectual Stimulation*, promoting intelligence, rationality, and solving the problem under study.
4. *Individualized considerations*, giving personal attention, treating each employee individually, conducting training or training and advising.

While there is still much to be learned about transformative leadership, there is enough concentration in the findings of different types of research to state some tentative guidelines for leaders who seek to inspire and motivate followers. The guidelines for transformative leadership consist of seven (7) elements that must be carried out, namely:[12]

- Develop a clear and interesting vision. It is essential to develop a clear and interesting vision of what can be achieved by the organization or that can be made into the organization. Before followers make a commitment to radical change, they need to have a visit about a better and interesting future to justify the costs, change the ways that are known to do things. The vision must be a source of self-esteem and general goals for employees. A clear and attractive vision will inspire employees by giving their work meaning and pointing to their fundamental need to feel good for themselves.
- Develop a strategy to achieve this vision. In developing a new vision and strategy, there is no need to eliminate an aspect of old culture and ideology. Strong shared values in the old ideology must be maintained if they are compatible with the new vision and strategy. Thus, it is possible to maintain a continuity with the past and build a new strategic vision based on the strong values of the existing culture.
- Act with confidence and optimism. Followers will not believe in a vision unless the leader shows a strong sense of confidence and conviction. It is important to remain optimistic about the likelihood of the group's success in achieving its vision.
- Express trust in followers. The effect of motivating a vision depends also on the extent to which subordinates feel confident in their ability to carry out strategies to achieve that vision.
- Use previous successes in small stages to build self-confidence. The confidence of an individual or a team carrying out a challenging task can be increased by ensuring that successful progress has been experienced before in the task.
- Celebrate success, formal or informal celebrations to celebrate success can provide opportunities to increase optimism, build commitment and strengthen identification with organizational units.

- Lead through example. According to an old adage "the act of speaking is better than the words". A way for a leader to influence the commitment of subordinates is to give an example of behavior that can be emulated in daily interactions with subordinates.

From the description and theory of leadership above, the leadership used in this research is the ability of a leader to work with others to optimally transform organizational resources in order to achieve organizational goals by using transformative leadership styles characterized by indicators: (1) charismatic, (2) inspire, (3) Lead by example, and (4) Act with confidence and optimism.

The success of a leader in controlling tertiary institutions is strongly influenced by the support of subordinates, without the support of subordinates the position of leader will not be meaningful. In addition, the leader must be able to divide responsibilities in accordance with the capabilities possessed by each subordinate so that the organization can grow and develop. Leaders must be able to interact with their subordinates, so they can have a strong influence on subordinates in completing their tasks.

According to Garry Yukl, transformative leaders must have seven (7) elements to do, namely:[12] 1) develop a clear and attractive vision, 2) develop a strategy to achieve that vision, 3) act with confidence and optimism, 4) express trust in followers, 5) use previous success in small stages to build self-confidence, 6) celebrate success, 7) lead by example. Therefore the leader must have the above criteria so that the college he dreams of can progress and develop. If the leader already has these criteria then as subordinates we must obey them.

3.2. Formulating a Transformative Leadership in Indonesian Islamic Universities

A leader at PTKIN must have a good personality, clean of bad character, intelligent, have the ability and knowledge and must be able to develop an interesting vision and mission, give good examples in attitude, self-confidence and can motivate subordinates. So PTKIN can advance and develop and be able to compete with other tertiary institutions, both domestic and foreign tertiary institutions. There are several strategies that can be developed in transformative leadership at PTKIN as a leadership model that actualizes transformative leadership, namely:

3.2.1. Vision and Mission of the Organization

PTKIN's can be categorized as a noble industry because it carries a dual mission, which is profit as well as social. The profit mission, which is to achieve profits, can be achieved when the efficiency and effectiveness of funds can be achieved, so that income (income) is greater than operational costs. Social mission aims to pass down and internalize noble values. This second mission can be

achieved maximally if PTKIN has adequate human-capital and social-capital capital and also has a high level of effectiveness and efficiency. That is why managing PTKIN requires not only high professionalism, but also a clean-minded mission and pure intentions.²¹ Redirecting the vision and mission of PTKIN is the first intelligent transformation carried out by leaders who inspire all employees to move according to the vision and mission of the institution.

3.2.2. Equitable Funding

Funding undertaken in running programs and the continuation of the lecture process must meet a sense of fairness and be able to arrange budget priorities in each budget user unit or faculties that are collected in the faculty income and expenditure budget that is prepared independently by the faculty independently details as needed. If the income and expenditure budget has been prepared and has been realized by the rector but in its implementation there is a discrepancy then it must be submitted the following year in the revenue and expenditure budget changes.

3.3.3 Management Strategies Based on Expertise and Professionalism

Appointment of the chancellor, assistant chancellors of the dean, deputy deans, and section heads is not necessarily because of who is close but performance-based repositioning. Those who are able to manage well will be placed in a proper position according to the integrity they have. Data and factual evaluation of each employee is carried out in a rigorous and continuous manner so that the results are truly valid as a primary source in making policies about career and employee development.

In addition to integrity and performance there is a professional factor which is also an assessment criterion in the placement of one's position, meaning that this professional indicator is the expertise possessed according to the field of work undertaken. Surely this is a challenge for the rector because he has to do an accountable and transparent competency mapping in order to truly become employee work motivation. Therefore, as a leader, it is responsible for conducting a professional and objective assessment of the performance of their subordinates so that they get objective results and are accepted by all parties, although in reality in any organization the pro and municipality of a policy and that is a natural thing, but the most important is the voice the majority becomes the dominance in that policy.

3.2.4. Implementation of Technology-based Learning

Education Modern education emphasizes and availability of infrastructure especially technology-based learning media. The development of technology-based learning was developed in accordance with the development of communication technology in the industrial era 4.0. When the modern facilities have been provided by PTKIN, it will be a stimulus for all academicians to respond by improving the quality of self and continue to learn endlessly mastering technology with the concept of lifelong learning.

3.4.5. Enforcement of Good Governance

In realizing good governance of educational institutions (*good governance*) is not an easy thing like turning the palm of the hand, and of course to realize it takes a struggle and a long time. Efforts to realize good governance of educational institutions (*good governance*) should ideally begin with realizing *good governance* in the structural as the captain of the sustainability of education. In addition, the policy format must reflect participation, law enforcement, transparency, equality, responsiveness, foresight, accountability, public scrutiny, effectiveness and efficiency, professionalism.

The enforcement of good governance aims to significantly reduce the practices of collusion, corruption, and nepotism in the PTKIN bureaucracy, which starts from the top, middle and bottom officials. Thus, it can create an efficient, effective, and professional institution, and management system that is transparent and accountable, the elimination of regulations and practices discriminatory nature against campus residents, increased public participation in public policy making, and guaranteed consistency of all academic regulations that have become joint commitments.

3.4.6. Prioritizing Joint Commitment

Transformative leadership will be an inspiration for all groups, so that harmony occurs within the PTKIN environment. A democratic transformative leadership style will grow the seeds of one body's interrelated feelings with one another, and strengthen one another. Therefore, as one body and one family, integration is expected to occur, work together and help each other, so that as a system that lives continues to move together. So the hope is that, one party and the other party can strengthen each other, and the charismatic authority possessed by the chancellor can foster high motivation in all academic community, to always move together in achieving goals.

3.4.7. The Application of the Principles of Transparency and Accountability

Financial management of PTKIN must follow the management of modern paradigms, namely management that reflects practically about accountability, that is results-oriented, professionalism, proportionality, transparency in financial management, financial audits by the Examining Board, that are free and independent from both internal institutions and institutional externality. this reflects that the implementation of performance-based budgeting emphasizes more on the implementation of a planned and programmed budget system, which is more prioritizing the direction of the budget which is usually compiled based on institutions and revenues into implementation-based budgeting. It also means implementing a budgeting system that emphasizes the relationship between the various outcomes of programs and the inputs needed to produce something that is of direct benefit to the welfare of the community, thus making it easier to analyze alternative plans for achieving a predetermined goal / planned.

4. CONCLUSION

Transformative leadership is the ability of a leader to work through others to optimally transform organizational resources in order to achieve predetermined goals. These resources can be in the form of human resources, facilities, funds, and organizational external factors. Transformative leadership pushes HR to step up towards the growth of sensitivity in coaching and organizational development, development of a shared vision, distribution of leadership authority, and development of organizational culture, which is a necessity in the university restructuring scheme. There are several strategies that can be developed in transformative leadership at PTKIN. That is, a leadership model that actualizes part of transformative leadership, which is oriented to the vision and mission of the institution, funding and equitable financing strategies, management strategies based on expertise and professionalism, the implementation of technology-based education, upholding good governance, promoting shared commitment, and applying the principles of transparency and accountability for performance.

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