

Analysis of Leadership Effectiveness at University

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ABSTRACT

Leaders have a central position in an organization; even may assume the organization failed because of ineffective leadership. This cause not only applies to some companies but also universities. Universities have their uniqueness with two dimension organ, they are administrative and academics function well known as Tridharma of University. These cases also demanding there should be the leadership referring to the embodiment of Tridharma of university. Research method of this study used qualitative descriptive. It respondents were the head and the secretary of the study program. And questionnaire is used as instrument. The result of this research found that effectiveness of leadership study program was generally placed at a very good and good level. It could be shown of the achievement of educational and learning goals, research, and society dedication. Fulfill needed leadership achievements with knowledge of duties, responsibilities, and completing tasks properly. Fulfill of needs superiors and subordinates was done by fostering a harmonious relationship with superiors, accepting and carrying out tasks given by superiors, and responding well to suggestions from lecturers and students. Furthermore, study program leaders, in general, have been carried out leadership functions such as instructive function, consultative function, participatory function, delegation function, and supervisory function.

Keywords: *Leadership, Effectiveness Superior, Subordinate, Goals.*

1. INTRODUCTION

Leadership is the veins of the university. Without the leadership, the purposes of the university will be difficult to reach. University have two uniqueness, firstly, because of two organs dimension be colored, they are administrative and academic functions. Secondly, the university is based on the university paradigm known as Tridharma which forms in teaching education, research, and community services engagement. Tridharma is a mission has carried out by the university to demand the leadership in university heading on the realization of university Tridharma to reach the improvement of academic quality and knowledge development.

The role of a leader in an organization is very central to achieve the goals of an organization established. An effective leadership pertinent all sides have to be concerned to reach all goals in that organization. Drucker in Hersey said that many organizations or company failed of the effect of ineffective leadership. This case not only occurs in some companies but also in some government institutes and education [1]. Thoha

also believe that some organization will success or failed at most depend on the leadership [2]. Leadership is one of process, ability, strength, science, and art of the leaders' to influence, motivate, encourage in certain situations to reach some goals. [3] leadership is the power used to influence, give some inspiration to someone or group to achieve goals [4]. On the other side Colquitt, [1] leadership are employing authority and some influence to lead some fellow in reach the goals, whereas the guidelines could influence some interpretation follower based on the organizational events and from their work activities, their commitment of the main goals, their relationship each other of follower and their access of cooperation and support of the other units. Therefore, it can be understood that leadership is one of process, ability, strength, science, and art leader to influence, motivate, and encourage the follower in certain situations to achieve some goals [4].

The leadership of someone's effectiveness is influenced by some factors, incased that factors from neither the leaders nor the environment itself. Effective leaders-the ones who have some intelligence, personality, and ability. According to Ivancivich,

Knopaske, and Meettesson cited in [5] the effectiveness showed the leaders' characteristics of the dimension intelligence, personality, and ability. The leaders have some intelligence to show how to give some consideration, decisiveness of decision, intelligence, and intelligence in public speaking. The personality showed adaptively, vigilance, creativity, personal integrity, confidence, emotional balance, and control freedom. Leaders' abilities showed cooperation, popularity and prestige, interpersonal skill, social participation, and diplomatic policy [5]. Leadership effectiveness, not only university expectations, but also many parties have an interest in university success, in case of the leader itself, lecturer, employee, university students, and the society around. Leadership effectiveness could be shown of how the purposes had been set goes on and reach the goals, which is the degree of succeeding near one hundred percent, including lecturer participation, administration, and the university college. Besides of the leadership effectiveness also can be showed how far the leader can errand their duty and functions of leadership properly, so that can influence subordinate to cooperate sincerely and passionately without feel pressured by the leader.

This research reveals the effectiveness of the leadership studies program in university. Studies program is spearheading of university to implement scientific discipline, technology, and/or art. The leadership of studies programs more complex than other in work conditions because of the structural major with a strict work system. The duty of load held on including administration work has subordinates and superior and has the responsibility to support and develop the main duty of university. Besides that, leadership studies program should have run on the main program as academics such as teaching, do some research, and social dedication. Working conditions supposed to be a quality leader has the characteristics of effective leaders as implemented of effective leadership, so that they be able to carry out their duty of leadership as the leader.

2. METHODS

This research used descriptive qualitative method. Research respondent was 30 head and secretary of studies program in university environment of Perguruan TINGGI Keagamaan Islam Negeri (PTKIN) West Sumatera. Data collection technique used questionnaire with Likert's scale model and it spread out throughout Google form. The data processing used simple statistics. An analysis of the data used descriptive analysis technique. Predicate attitude based on the criteria of percentage score of respondent level reach out corresponding with the alternative answer in research instrument. Score of the statement always (very high), very often (high), sometimes (moderate), rarely (low) and never (very low).

3. RESULT AND DISCUSSION

3.1 Goals achievement of studies program

Success level the leader of studies program in achieving the goals include education and teaching, research, and community engagement, can be seen at the Figure 1.

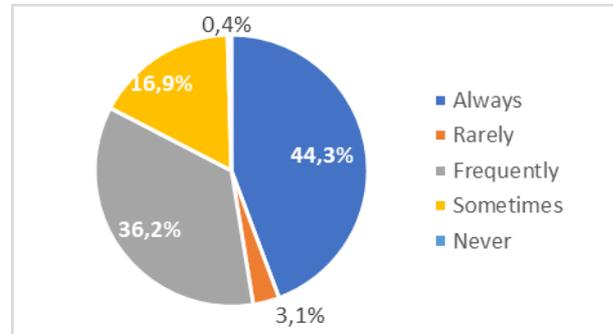


Figure 1 Goals Achievement

The data in Figure 1 showed the effectiveness of leadership studies program in achieving the studies program in PTKIN at West Sumatera. Respondents answered always (43.3%). This means that the level of leadership effectiveness is very high. Respondents who answered frequently (36.2%) means that the level of leadership effectiveness was high. Respondents who answered sometimes (16.9%) means that the level of leadership effectiveness was moderate. Respondents who answered rarely (3.1%) means that the level of leadership effectiveness was low. Respondents who answered never (0.4%) means that the level of leadership effectiveness is very low. Based on the data above, known that the leadership effectiveness of program studies reaches for the purposes most of that in a very high and high level of achievement (79,2%). The rest in small part of 22,8 % with moderate, low, and very low of level achievement. It indicates that leader of program studies generally have been implemented the leadership duties in providing education and teaching, research, and society dedication.

The leader of the studies program implements all of the programs that refers to the main duties or task of studies program based on the previous faculty leader. An implementation *Tridharma* of university is one of the tasks that should be done by the leader of the studies program. Operationally, the leader of study program set the activity throughout the systematic work process. Leadership is the base of management, the real manifestation of management is the leadership itself. The leaders of study program in pursuing the goals of study program desperately need management. According to [6] university as an organization or non-profit organization needed management application. Leadership is the core of management, the real manifestation of the management is leadership [6].

Leadership success in reaching out to the goals is a standard of effective or not leadership. Effectiveness is one of the conditions that show the success rate of management activity in achieve the goals that have been set before. Effectiveness defines as the level or degree of result achievement has expected and purposed which had been set and could easily reach in maximal [7]. That opini onempha sizes that effective study program, intended for achieved of not the goals of study programs [8].

3.2 Accomplish the achievements

Leadership effectiveness of study programs accomplishes the achievement including knowledge about the occupation, responsibly of the duty, and task solve can be seen in the Figure 2.

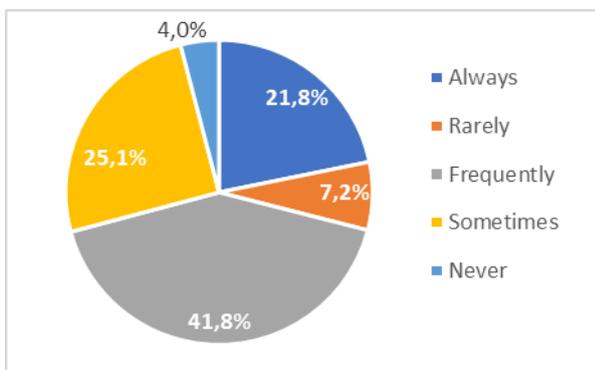


Figure 2 Achievements

The data in Figure 1 showed the effectiveness of leadership studies program in achieving the studies program in PTKIN at West Sumatera. Respondents answered always (43.3%). This means that the level of leadership effectiveness is very high. Respondents who answered frequently (36.2%) means that the level of leadership effectiveness was high. Respondents who answered sometimes (16.9%) means that the level of leadership effectiveness was moderate. Respondents who answered rarely (3.1%) means that the level of leadership effectiveness was low. Respondents who answered never (0.4%) means that the level of leadership effectiveness is very low.

The data figure out the effectiveness of study programs in reaching out to leadership achievements. Most of that in a very high and high-level achievement (87,7%). Only a small part of respondent (16,3%) with the level of achievement modest, low, and very low. That data showed the leader of the study program generally needed some leadership achievements. Leadership achievements reached by knowing and understanding the task will be engaged, have high responsibility for that even if that’s a hard task. The tasks have been carryout by the superior on time and maximal.

Knowledge and skill of the leader will support to the materialization of leadership effectiveness. [5] leader

effectiveness could be observed of a successful career as a leader. Skill had by the leader of study programs needed to be improved. According to [10] kills refers to someone’s competence effectively done something. Leadership skills: (1) technical skills: knowledge of methods, processes, procedures, and techniques for carrying out specific activities and the ability to use the tools and relevant devices to these activities, (2) interpersonal skills: knowledge of human behavior and interpersonal processes; the ability to understand people’s feelings, attitudes and motives, the ability to communicate the ability to make effective and cooperative relationships, (3) conceptual skills: general analytical skills; logical thinking; fluency in concept building and conceptualization; creativity in idea generation and problem-solving; and the ability to analyze events and perceive trends, anticipate change, and explore opportunities and potential problems [9].

3.3 Fulfillment of needs

Effectiveness of leadership study program in fulfillms of needs of subordinate and superior it can be seen in Figure 3.

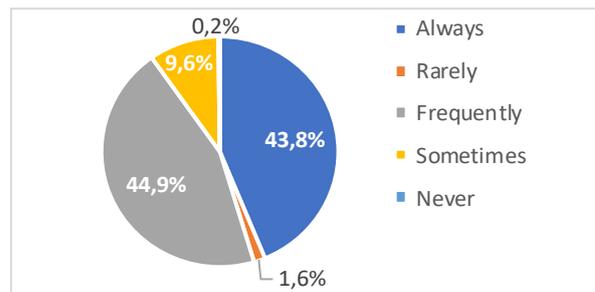


Figure 3 Fulfillment of Needs

The data above shows the effectiveness of the study program’s leadership in fulfillment of needs of superiors and subordinates in the implementation of study program assignments at PTKIN West Sumatra. Respondents always answered (43.8%). This means that the level of leadership effectiveness is very high. Respondents who answered frequently (44.9%) means that the level of leadership effectiveness was high. Respondents who answered sometimes (9.6%) means that the level of leadership effectiveness was moderate. Respondents who answered rarely (1.6%) means that the level of leadership effectiveness was low. Respondents who answered never (0.2%) mean that the level of leadership effectiveness is very low.

That data figure out that leadership effectiveness of study program in fulfillment of needs subordinate and superior running out together. Most of it place in very high level and high achievement (88,9%). Small of it (11,1%) with the level achievement moderate, low, and very low. That data indicate the leader of study program generally have been implemented their leadership duty the leadership of study program taking care of the harmonious relation with superior, receive and bring out

the task engaged by the superior. Leadership affectivity materialized if the leader can fulfill the subordinated expectation until the subordinate amazed and honor their supervisor. According to [10] leadership effectiveness reflect on the way fellow act in fulfill of need and expectation such as: liking, honor, adore, and really done what the supervisor need or refuse, ignore and slaughter of the supervisor [10].

3.4 Implementation of Leadership Functions

Effectiveness of leadership study program in implement leadership function can be seen in the Figure 4.

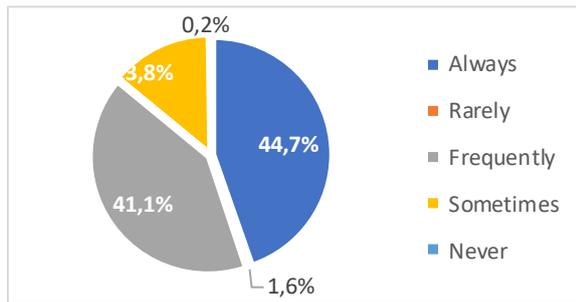


Figure 4 implementation of leadership function.

The data above shows the effectiveness of the study program's leadership in implement the function of leadership at the study program of PTKIN West Sumatra. Respondents always answered (44.7%). This means that the level of leadership effectiveness is very high. Respondents who answered frequently (41.1%) means that the level of leadership effectiveness was high. Respondents who answered sometimes (13.8%) means that the level of leadership effectiveness was moderate. Respondents who answered rarely (0.2%) means that the level of leadership effectiveness was low. Respondents who answered never (0.2%) means that the level of leadership effectiveness is very low.

The data figure out that the leadership effectiveness of study program in implement the leadership functions. Most of it in very high and high level achievement (85,5%). Small of it (14,2%) with the level achievement of moderate, low and very low. The data showed that the leaders of study program generally have been done the leadership function such as: instructive function, consultative function, participative function, delegation function, and monitoring function.

Effectiveness of leadership will materialized when the leader could carry out the duties an function of leadership. [11] said that the effectiveness of leadership realization when running out appropriate with the function. There are two dimensions of leadership function just like: 1) the dimension related with the directing skill level in the action or guide activity that can be seen of the people they lead. And (2) the dimension of support level or involvement the people

lead in implement the main duties of organization have been tell and manifestation throughout the decision and policy of the leader. From that two dimension operationally it can be developed becomes five function of main function of leadership such as: instructive function, consultative function, participationfunction, delegation function, and monitoring function [11].

4. CONCLUSIONS

From the discussion above it can be conclude that leadership effectiveness in study program at Perguruan Tinggi Islam Negeri (PTKIN) in West Sumatera generally place in very good and good level. The leaders of study program commonly implement the duties of leadership in implement the education and learning, research, and society dedication. The activity begin with arranged the plan, implementation, monitoring, and evaluating. Leader of study program generally need achievement of leadership with knowing and understanding the task engaged by, responsibility and done the task, also finish the task properly. To manifest leadership effectiveness, the leaders of study program generally fulfill needed and expectation of superior and subordinate in implement the task with. This thing done with buildup harmonious relationship with the superior. Receive and done the duty of the superior, and give good response from the lecturer and the university students. Then, the leaders of studyprogram generally have been done the leadership function such as: instructive function, consultative function, participative function, delegation function, and monitoring function. Considering the university has two dimension organ of administrative and academics functional, expected the leader of study program have to improve skill in administrative and management.

ACKNOWLEDGMENTS

The title "ACKNOWLEDGMENTS" should be in all caps and should be placed above the references. The references should be consistent within the article and follow the same style. List all the references with full details.

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