Effective Leadership in the Implementation of Academic Program at Private Higher Education

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Abstract—**This research aimed to analyze and know the implementation of academic programs in private higher education. This study applied. qualitative approach through case study, with data source of leader and lecturer. The findings indicate that in the implementation of academic programs run well proved by the education, research and community service has been running in accordance with the goals and objectives. The results indicate that the elements implemented in leadership are controlling and predicting the efficient use of resources to ensure optimum productivity and resources. Approach to followers used by encouraging, controlling, directing. This leadership measures and values individual performance, organizing, and planning. This study recommends that to achieve effective leadership in private higher educations should be implemented Leadership Perspective Model, there are leadership-based scientific management, excellence leadership, value-based leadership, trust leadership, and spiritual leadership. The recommendation is the emphasis on scientific leadership in the implementation of academic programs.**

Keywords—leadership; college leadership; effective leadership of private university

I. INTRODUCTION

Fundamental problems faced in higher education as an example are the disparity of quality, quality of learning, graduates, leadership. The current global challenge at leadership is on the effective and efficient use of resources, especially in universities related to education and research, leaders focus on provide operational efficiency [1]. Organization around the world and across a broad array are adapting their strategies, structures, and practices with the intent of becoming more agile and responsive to the globalization so that effective leadership is needed [2]. Leaders contribute to departmental culture, collaborative atmosphere, and departmental performance [3]. The focus of this research is on "How leadership applied at the private higher education that are effective for achieving their goals" by focusing on academic activities related to academic programs. The purpose of this study is to know and analyze how the academic field related to the academic program at Telkom University.

There are six most common leadership approaches: transformational leadership, charismatic leadership, strategic leadership, leadership and diversity, participative leadership, and a trait approach to leadership approach. In addition, the theory of leadership as a middle-level theory is a theory ready for integration. The transformational leader comes from charisma; the Authentic leader provides him or herself to follow the same or over the Servant leader provides a model to inspire followers. Transformational leadership is associated with motivational, emotion-related attitudes that have a significant impact on performance and positive organizational outcomes are key factors in style. Transactional Leadership Style is a style of exchange between leaders and followers. Leadership involves the attainment of goals by means of people so that a leader must show attention to the work tasks as well as to human relationships [4-8].

The effective leadership aspect of college, first is superior performance and evidence-based, as an example is demonstrated by growing personal integrity, building it and maintaining it. The second is to have credibility as a leader, such as having a strong reputation as a researcher to excel as an academic, furthermore to realize leadership potential involving the first two mastery of intellectual and strategic skills, strategic skill as an example is able to articulate vision, prioritize, and create harmony, the second is to develop beliefs about the right action on the basis of confidence and courage [3,9].

Effective leaders are needed in higher education to succeed in the future. They change and reform their institutions, adapt to competition and technology in global change and maintain sustainability and curriculum renewal. leadership characteristics are (a) leadership is a process involving influence, (b) leadership takes place in groups and involves general goals and objectives [10].

A leader empowers others. Leaders are routinely able to provide the best path for members and organizations, and find the best path rather than showing the way. Effective leadership is expressed as inspiring a shared vision, modeling, mobilizing [11].

Leadership is one of the organizational predictors, whether able to adapt effectively and dynamically. Leadership design process change in technology, environment, and program completion. Effective leadership is (a) a visionary leader (b) responsible and wise (c) being a flexible and versatile leader (d) knowledgeable and a source of staff information (e) understanding the importance of shared values (f) understanding how to lead and managing change (g) ensuring that all are empowered and activated (h) as a cultural setter.

Some steps to becoming effective leaders include: (a) defining the work context (b) defining the work (c) plotting the program (d) identifying competencies (e) making reliable and valid methods (f) adding additional roles to competent individuals (g) mapping, [2,12,13].

Aspects of leadership at the department as well as at the institutional level are: (a) providing direction (b) creating structures to support the direction (c) fostering support and collaborative environment (d) building trust as leader (e) having personal integrity (f) as a role model (g) facilitates decision-making (h) communicates developments (i) represents departments or institutions promoting them and their networks (j) respecting culture and instilling values through the vision of ministries / agencies (k) protecting staff autonomy [3].
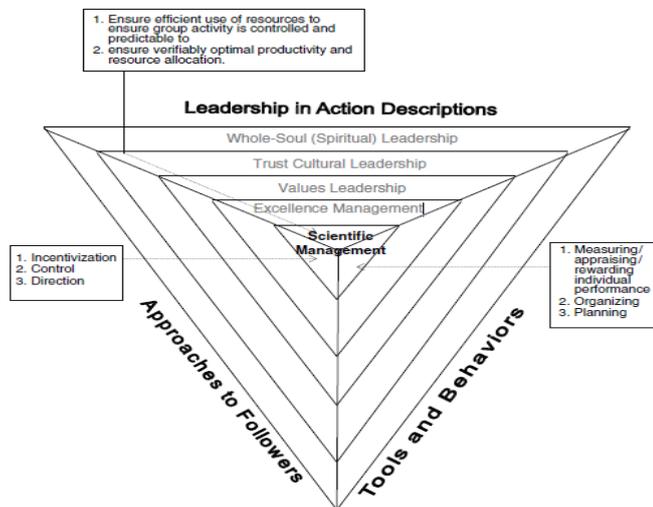

Fig. 1. Leadership as scientific management [14].

Explanation of figure 1, about Leadership as Scientific Management is beginning with the line at Leadership in Action Description. Leadership in Action Description is described by (1) ensure efficient use a resources to ensure group activity is controlled and predictable to (2) ensure verifiably optimal productivity and resource allocation.

The next development of the upside pyramid in Leadership as Scientific Management is Approaches to Followers and Tools and Behaviors. Approach to followers that are (1) incentivization (2) control (3) direction on tools and behaviors by (1) measuring / appraising / rewarding individual performance (2) organizing (3) planning.

Leadership as (scientific) management intended as leadership is the same as management but here separates between planning (in management) and doing. So this leadership focuses on getting others to do the job the leader wants [14].

Leadership is needed at all levels of the organization [15]. In collegiate collegial work cultures reflected by learning together or with distributive approaches. Academic leadership scope are (1) analyze a curriculum map to ensure that graduate attributes are achieve through collective experience of units in a course (2) analyze alignment of unit learning outcomes,

engaging learning experiences and appropriate assessment (3) explore the value of peer coaching as a leadership development strategy (4) develop strategies to monitor self-talk its influence on personal performance (5) use a range of process to reframe and manage interpersonal conflict (6) work effectively with staff and student in their share of influence (7) develop strategies to build influence in key peer relationship [16]. At the university in chairing department there are some things that are worthy of attention are: (1) faculty recruitment and evaluation (2) mentoring and faculty development (3) enhanced teaching and building community (4) departmental initiatives (5) chair development [17].

II. RESEARCH METHOD

In this study using observation techniques, participation, interviews, and documentation studies. The analysis consists of three interaction activities. There are data reduction, data display, verification, and triangulation.

III. RESULTS AND DISCUSSION

In implementing academic programs at private higher education, Leadership as Scientific Management is streamlining educational services, productivity improvement, innovation, excellent human resources and skilled. It can be concluded that this leadership focuses on others to get others to do the job the leader wants [14]. This is evidenced by lectures, student labs, academic counseling, final project guidance, and guardianship work well.

In addition, the research activities and community service also goes well. This is evidenced by the existence of student research on the final task, the establishment of research groups, indexed journals, community service every year once per study program. Spiritual Leadership sees every worker as a whole person with various skills, so that leadership is aware of the ability of someone who has various experiences. So that trust, morale, servant, and awareness are the whole of organization underline [18,19]). This is evidenced by the implementation of tridharma (education, research and community service) running well.

IV. CONCLUSION

Leadership is needed at all levels of organization. Leadership at higher education in department level requires attention in the recruitment and evaluation of faculty, mentoring and faculty development, improving teaching and building community, departmental initiatives, developing leadership. Higher Education leadership that focuses on the implementation of academic programs is nuclear on scientific management, besides covered by trust leadership, and spiritual leadership.

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