

# TRANSFORMATIONAL LEADERSHIP ON TOP: STUDY OF LEADERSHIP PATTERNS OF RECTOR OF USAHID SURAKARTA

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## ABSTRACT

The choice of leadership style is an important factor that influences employee attitudes, perceptions, and behavior along with increasing trust in leaders, namely motivation, job satisfaction, and the ability to reduce the number of conflicts that commonly occur in the workplace or organization. Transformational leadership is a leadership style or leadership model designed to improve human resources, and its relationship with the influence of a leader on subordinates can be measured using certain indicators. This study aims to explain leadership problems and solutions at Sahid University Surakarta. This research is a field research. Data analysis is carried out using the triangulation method by sorting, grouping, and drawing conclusions. The results showed that transformational leadership indicators are measured through 4 (four indicators) as part of the change agent and act as a catalyst, which gives the role of changing the system for the better.

## ARTICLE INFO

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## 1. Introduction

A leader is an individual who has the authority to regulate his work to condition stable work so that common goals can be achieved immediately. The leader has the authority to organize, direct, and guide subordinates (Khan et al., 2020). A leader also has the duties of a meeting leader. A leader organizes and makes decisions on meetings held so as to reach mutual consensus (Lumpkin & Achen, 2019). Every member of the organization has differences, traits, characters, and mindsets so the role of the leader in controlling differences into unity is very large (McGinity et al., 2022). Unity and organizational unity can be realized because the decision-making authority lies with one person, namely the leader (Thangeda et al., 2008). Despite different opinions, it is the leader who ultimately decides a policy or regulation that is best for his organization (Park et al., 2021).

The organization consists of each division, and each division consists of various individuals. Every individual in the organization has duties and authority so leaders have the right to delegate or assign their duties to all members of the organization so that all existing can work together, hand in hand to realize organizational goals (Tolentino, 2021). In addition to dealing with duties in

general, leaders also have main functions in the organization, namely: regulator, protector, maintainer, reformer, and supervisor (Maffei et al., 2022). The existence of a leader in the organization serves as a regulator to bring order and discipline work (Aslan, 2022). The arrangement made by the leader to subordinates is a rule that must be obeyed (Cabiles, 2022). Leaders must provide a sense of security and comfort to subordinates in carrying out every applicable regulation (Zamora & Zamora, 2022). Not enough as a protector, a leader must be able to maintain a positive work culture (Anaelka, 2018).

An educational institution is an organization in the form of a legal institution recognized by the government legally in carrying out education to educate the nation's life (Beatriz Pont, Deborah Nusche, 2010). The existence of educational institutions has functions and positions, including: a place to teach science; as a place to explore and hone skills; a place to form a social person; as a superior generation printer; and a place to transfer culture (Day & Sammons, 2014). Initial observations conducted at Sahid University Surakarta show that USAHID has tremendous potential. Besides being located in the strategic city of Solo, having a beautiful campus area, highly competent study programs and much needed by the market, a complete library, qualifications of lecturers who have high competence, infrastructure and laboratories that are up to date, the application of information technology in various fields, alumni with good job positions in all corners of the country and human resources that have been recognized both at the regional and national levels with impressive achievements in their respective fields, as well as extensive networking especially with the business world. This shows the creation of organizational culture as expected from a leadership perspective, considering the success of leaders in creating organizational culture is influenced by the type of leadership that is run.

A leader has an important task in managing his organization, both internally and externally (Anwar, 2018). An important task of a leader is as a counselor and instructor. A leader as a parent in the organization has the task of a counselor. The counselor in question is a place to receive subordinates' complaints about work so that a leader can help find a way out of all the obstacles faced by his father (Harmi et al., 2022). As an instructor, the leader has a great role in influencing his followers to achieve goals and objectives effectively and efficiently (Sangadji et al., 2021). The leadership of a head in an educational institution determines the direction and goals of education in a school institution (Juharni et al., 2022). Therefore, school institutions will experience growth and progress if led by professional leaders, and vice versa. Schools will be left behind and can even be closed if a leader cannot maintain the existence or existence of the school institution in the community. Transformational leadership is able to describe organizational culture as a unique and inherent characteristic of an institution or educational unit. Based on the description above, this study aims to determine the leadership management of the Rector at Sahid University Surakarta.

## 2. Literature Review

A positive work culture is characterized by situations and conditions that are conducive to work (Watthanabut, 2019). Leaders as reformers must always make changes so that the organization continues to grow and develop in a better direction. The leader is the protector of the supervisory class to ensure that work can be controlled so that it can easily realize the goals of the common organization (Şirin et al., 2018). Without continuous supervision can cause problems and divisions in achieving goals (Lai et al., 2020). Leadership style is an organized action as a form of effort to lead existing stakeholders (Greatbatch & Tate, 2018). Leadership style is the way that leaders

interact with their subordinates so that they can influence behavior patterns in achieving common goals (Birand & Birand, 2021). Leadership style is a pattern of actions that are carried out and then used as a reference for subordinates in achieving goals (Khalifa et al., 2016). Leadership styles that can be encountered include first, participatory leadership style. Leaders who use participatory or democratic leadership styles will define themselves as part of the group. So in the process of planning, organizing, implementing, and assessing a policy involving existing stakeholders (Moradi Korejan & Shahbazi, 2016). Second Authoritarian leadership style, which requires subordinates to follow all orders of a leader, carry out all work in one command with the implementation of a reward system for subordinates who successfully complete tasks well and punishment for subordinates who cannot complete work well (Botha & Fuller, 2021). Third is, the situational leadership style. A leader who uses this leadership style will see the readiness of his members to do the job. A leader enforces flexibility in dealing with subordinates, giving subordinates the opportunity to convey and develop their potential (Meng & Qu, 2022).

The term transformation comes from the word "to transform" which means to transform or transform something into another different form, for example transforming a vision into reality, or turning something potential into actual. Transformational leaders are actually agents of change because they are closely related to the transformation that occurs in an organization. Its main function is to act as a catalyst for change, not as a controller of change (Crick et al., 2021).

### 3. Method, Data, and Analysis

This research uses a literature review and qualitative methods. This research perspective is an inductive form that focuses on defining individuals and interpreting the complexity of a problem. The author reviews various literature on the transformational concept of a leader. The research was conducted at Sahid University Surakarta. Data sources are obtained from the interview process, observation and documentation. Article writing goes through the stages of organizing a literature review by classifying scientific sources according to the themes and topics discussed, then analyzing them using analytical content to understand what is the object of research.

### 4. Result and Discussion

Leadership theory is generally divided into 2 (two), namely: transactional leadership theory and transformational leadership theory. Transactional leadership theory explains the relationship between superiors and subordinates who exchange needs. Transactional leadership is a leadership style that involves reward as a reward for the success of subordinates' achievements and punishment as a reward that must be done by subordinates if goals are not achieved according to mutual agreement (Hulu et al., 2020). The leader directs the work to subordinates clearly so that subordinates have an interest in the work to be completed (Ahmad & Abazeed, 2018). Being in one command at the leader makes the work done more efficient in terms of time, consistent, and has the right goals (Sellami et al., 2019).

Transactional leadership creates a great wall between subordinates and superiors, subordinates are more passive and cannot develop potential and communicate freely so as to create a rigid work environment and fixated on the leader (Jovanovic & Ciric, 2016). Transactional and transformational leadership have a difference, the core of the theory is that transformational leadership gives its followers a sense of trust, admiration, loyalty, and respect for the leader, and they are motivated to do more than was initially expected of them (Bhana & Bayat, 2020). The

difference between transformational leadership and transactional leadership lies in the position between leaders and subordinates. In transformational leadership, the positions of the leader and subordinates are very close. For subordinate leaders, it becomes an important element that must be imbued with motivation so that they want to move together to realize what is the goal. In transactional leadership, emotions between leaders and subordinates are very minimal because there is a direction of work by one command by the leader by applying a reward and punishment system in achieving certain work and goals.

Transformational leadership theory states that a leader has a strong influence on followers or only so that it can have an impact on change in the organization. Transformational leadership makes an organization have high goals and vigorous productivity in making changes (Klar et al., 2020). Educational institutions become the trust of the community to educate, through teaching and management so that their children gain knowledge and experience (Listiningrum et al., 2020). The great function of educational institutions in creating human civilization is a challenge in itself so educational institutions still hold the existence and trust of the community. The progress of the country can be seen from the quality of human resources (HR) because with quality human resources the nation will be managed correctly and well. Educational institutions as structured institutions ranging from the system to the curriculum become a place to prepare superior generations from various fields (Masry-Herzallah & Stavisky, 2021).

Graduates or outputs produced are expected to meet the needs of the world of work and society so as to create individuals who are always advancing according to the changes and challenges of the times. Sahid University Surakarta is an educational unit at the level of higher education which is located at Jl. Adi Sucipto No.154, Jajar, Laweyan District, Surakarta City, Central Java 57144. This school was established based on the Decree of the establishment of Sahid University of Surakarta (USAHID) No: 044/KPP-YSJ/Kpts/VIII/2001 dated August 30, 2001. The running of the teaching and learning process and the education system at Sahid University Surakarta cannot be separated from the role of a leader. Transformational leadership style is a determining factor that affects employee attitudes, perceptions, and behavior where there is an increase in 3 (three) trust in leaders, namely: motivation, job satisfaction, and ability to reduce the number of conflicts that often occur in an organization (Ballo, 2020).

Leadership in an educational institution of Sahid University Surakarta can be evaluated based on accompanying factors. The implementation of transformational leadership models in educational organizations/institutions needs to pay attention to several things as follows: first, referring to religious values that exist in organizations/agencies or even a country. In this case, through its vision, "To become a science and technology developer, producing excellent, characterful and entrepreneurial graduates who are competitive at the National and International levels", USAHID carries out a learning process that has implemented the Merdeka Belajar Curriculum Merdeka, research and community service activities that are increasingly felt by its stakeholders. Second, it is adjusted to the values contained in the organization/agency system. USAHID is inseparable from the exemplary value of its Founder, Prof. Dr. H. Sukamdani Sahid Gitosardjono. His philosophy of life is engaged, honest, disciplined, hard work, and charity sholeh become the values that animate in the maintenance of USAHID Surakarta. Based on these values, it is agreed that the values developed and must be implemented in various activities of implementing the tridharma of higher education, namely the value of SAHID (Sregep, Andhap Asor,

Handarbeni, Science, Darma). This value foundation is needed to build the realization of USAHID competing at the international level.

Third, explore the culture that exists in the organization. The growth in student participation rates that continue to increase from year to year shows how high public interest and trust in USAHID is, where USAHID Surakarta tries to continue to respond to that trust by offering quality programs but at a cost that is affordable to the wider community. This is proof of concern for *melu handarbeni* (feeling ownership and feeling responsible) for community efforts in improving the quality of human resources. Fourth, because the education system is a subsystem, it must pay attention to the larger system above it such as the state system. As a form of concern for national development goals, especially in educating the nation, USAHID Surakarta continues to develop and reform to respond to the needs of stakeholders (students, parents, professional communities and graduate user communities) and prepare the next generation to realize Advanced Indonesia. The real steps that have been taken include the arrangement and implementation of the KKNI-based curriculum by combining the application of the independent curriculum and leading to the needs of the Industry 5.0 community in all study programs. The education process is standardized through quality assurance activities by the University's Internal Quality Assurance Center (PPMI) as a form of internal university responsibility in terms of the quality of graduates to stakeholders. In addition, external quality assurance is also carried out through the National Accreditation Board for Higher Education (BAN-PT) and several Independent Accreditation Institutions (LAM) such as LAM PT Kes and LAM INFOKOM. As a result, almost all study programs obtained a B / Very Good rating.

Leaders change and motivate their followers by: first, making them more aware of the importance of task outcomes; second, persuade them to prioritize the interests of their team or organization over personal interests, and third, activate their higher needs (Causarano, 2022). In contrast, transactional leadership involves a process of exchange that may result in follower compliance with the leader's requests but is unlikely to generate enthusiasm and commitment to task goals.

## 5. Conclusion and Suggestion

Transformational leadership is a leadership concept that best describes the characteristics of leaders in order to become more democratic and socially just. In short, transformational leadership is about giving the mental strength and confidence to the members of the organization to work hard towards a common goal, to move towards new and larger goals that the organization has never achieved before, as well as putting aside personal interests. Transformational leadership in USAHID is measured through 4 (four indicators), namely: first, referring to religious values that exist in organizations / agencies or even a country; second, adjusted to the values contained in the organization/agency system; third, explore the culture that exists in the organization; Fourth, because the education system is a subsystem, it must pay attention to the larger system above it such as the state system.

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