


Character-based leadership in improving the quality of education personnel

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ABSTRACT

This study aims to determine the ability of educational personnel to optimize their performance in order to produce optimal services in the implementation of education. Data collection uses literature studies using secondary data from previous research which is a journal of published journals. The results showed that the existence of leadership with character can improve the quality of educational personnel in the implementation of education. The conclusion that can be drawn is that leadership is a trait that a person has, because the task he carries is to try to brief his followers to obey what is the instruction of the person he leads.

KEYWORDS

Leadership; Education
personnel

Received: 1 November 2022
Accepted: 10 December 2022
Published: 30 January 2023

Introduction

The leader has his own unique and distinctive traits, habits, temperament, disposition and personality so that his behavior and style can distinguish him from others. This lifestyle of his will surely color his behavior and type of leadership. Leadership is an aspirational force, a force of spirit, and a creative moral force, capable of influencing its members to change attitudes, so that they are in line with the will and aspirations of the leader. In fact, what should be the leader is a figure who is a role model for those he leads.

Leadership is the process of directing and influencing the task activities of the people in the group. Leadership means involving other people, that is, subordinates or employees who are led. According to Kartini (2010), the leader has his own unique and distinctive traits, habits, temperament, disposition and personality so that his behavior and style distinguish him from others. This lifestyle of his will surely color his behavior and type of leadership. So it can give rise to several types of leadership. For example charismatic, paternalistic, militaristic, autocratic, laissez faire, populist, administrative and democratic types. In reality, what is faced and the problems of some types of leadership have weaknesses in running it, especially in universities. As it is known that leaders must always be able to motivate members of college organizations to make quality improvements. But if every time and in every case had to give orders or briefings, it would cause difficulties. If every job does a good job it must be by order of the leadership, and if there is no command of the leadership not done well, then continuous improvement in the quality of performance will be difficult to realize. Therefore, in order for leadership to be in addition to providing direction and orders on matters that need to be improved, it also needs to be used to foster intrinsic motivation, namely to grow awareness of the need for everyone in the college to always strive to improve the quality of their respective performance individually or together as a group or as an organization.

The higher education management system has become the focus of cooperation between groups of universities located in one region, with the focus of attention on quality management/quality improvement. College management must be addressed in the form of a new paradigm, or a new frame of mind in management. The purpose of this new management format is to continuously improve quality, by incorporating the principle of autonomy as an impulse to make the system more dynamic, and the responsibility for autonomy to be carried out in a mandated manner, accreditation to ensure the quality of graduates, and self-evaluation so that the decision-making process in planning is based on empirical data and information. Leadership style (Leadership) is indeed one of the important factors that are decisive.

Organizational success of the leadership style means the attitude and approach of the leader in providing good and appropriate direction to implement plans and strategies and motivate his followers, different situations require those different leadership styles.

A leader motivates followers through a leadership style based on Indonesian Local Wisdom, namely a character-based leadership style in realizing this is necessary today a leadership management style that integrates 18 character building values into the leadership style.

Literature review

Writer	Title	Country	Study Design
(Muflikha & Haryanto, 2019)	Principal's Leadership Management Strategy in Improving the Quality of Performance of Educators and Education Personnel.	Indonesian	Qualitative Descriptive Approach by analyzing and defining data qualitatively.
(Susanti, 2021)	Management, Education, Education Personnel, Educator Standards, and Quality of Education	Indonesian	Qualitative with scientific review approach.

Methods

This research method is a literature study using secondary data from previous research results which is a journal of published journals, which are in accordance with the criteria set by the study, namely the existence of systematic inclusion and exclusion criteria and search using an Online Database.

RESULT

Based on the search results for journals through the Online database, there were several journals that met the inclusion and exclusion criteria, then a systematic review was carried out on these journals. Journal descriptions are described in the table as follows:

Author (year)	Title	Country	Study Design	Subject/ Population	Result
(Muflikha & Haryanto, 2019)	Principal's Leadership Management Strategy in Improving the Quality of Performance of Educators and Education Personnel.	Indonesian	Qualitative Descriptive Approach by analyzing and defining data qualitatively.	Principal, teachers, students, staff	The principal's leadership strategy is carried out to move, encourage, direct, and guide teachers, students, staff to play an active role in achieving the educational goals that have been set.
(Susanti, 2021)	Management, Education, Education Personnel, Educator Standards, and Quality of Education.	Indonesian	Qualitative with scientific review approach.	Principal, Central Education Manager, Teachers, Students, School Board	The result of this study is the role of the principal in shaping a positive culture for school improvement and teaching. The role of an educational institution leader in an effort to meet the needs of relevant institutions for the development of the competence of educators and education personnel to comply with the standards set.

Discussion

The characteristics of the leader are not infrequently used as a reference, focus or benchmark for members of his group or his subordinates in thinking and acting. Therefore, when we choose a leader, we need to choose him carefully and selectively. Speaking of leaders, we know that leaders are not just limited to company leaders or CEOs. However, managers also fall into the category of leaders. The manager also has a very important role to take his subordinates in a better direction.

As we know that being a leader is not as easy as we imagine. There are many things that leaders, especially managers, must be able to fulfill. A manager is a leader who comes face to face with employees or their subordinates. This makes the leadership characteristics they have must also be strong, because they are the first people that employees rely on when they encounter problems.

Leadership means being a leader power of leading or qualities of leader (Homby, 1990: 481), meaning that leadership is the strength or quality of a leader in directing what he leads to achieve goals. In line with this opinion, Ki Hajar Dewantara describes three important characters for a leader, namely:

- a. Ing Ngarsa Sung Tuladha, meaning that the leader must be an example when in front of his community.;
- b. Ing Madya Mangun Karsa, meaning that the leader must provide guidance when in front of his community;
- c. Tut Wuri Handayani, meaning that at the time behind must give encouragement to the people he leads.

Based on this explanation, it can be concluded that leadership is a trait that a person has, because the task he carries is to try to provide direction to his followers (followers) to obey what is the instruction of the person he leads.

Each individual's leadership style differs according to their abilities. Every leader is required to be able to influence his members in order to achieve common goals. The leadership style is not the perception of the leader himself but rather the perception of others both followers and members who will be influenced by his behavior (Raharjo & Nafsiah, 2006). With the leader's ability to influence and direct members, member performance and organizational success are largely influenced by the leader.

The leadership style that the leader applies also affects the performance and success of the organization. Every leadership style has its advantages and disadvantages but it will work if applied in the right situation. For example, an authoritarian leadership style would be very appropriate if applied to a military organization that requires firm and quick decisions from a leader. Leadership style can be reflected in every behavior of the leader. Each leadership style has certain characteristics that distinguish it from other leadership styles. Character is a trait that affects the mind, behavior, ethics and character of every living thing including humans (Wahyudin & Mahifal, 2013). Those characteristics can be observed by members because the member feels directly the behavior of the leader. According to Sahadi et al (2020) Character will generate trust and trust will allow leadership to appear. The various characters possessed by a leader influence success in leadership (Vadhillah & Tobari, 2017).

According to Sulaksana (2002), a leader can at least perform roles in the organization, including:

- a) Assist the group in achieving goals;
- b) Enabling members to meet needs;
- c) Realizing group values;
- d) It is the choice of group members to represent their opinions in interactions with other group leaders;
- e) As a facilitator who can resolve group conflicts

The first characteristic that can be reflected in the leadership style is fairness. Justice can be reflected in the process of division of labor by the leadership. According to Hasibuan (2007) Leadership is concerned in stimulating, mobilizing, directing, coordinating the motives and loyalty of people involved in joint efforts. According to Ansori (2015), leaders must have standards and work procedures that must be carried out by their staff. In addition, the leader must be able to be an example of how to carry out tasks properly, be responsible for the performance of his staff, and be able to clearly inform about what tasks the staff must perform. States that an effective leader is a leader who is able to integrate and improve orientation on tasks and orientation on relationships between human beings. In order to achieve the goals of BEM KM, each staff is given tasks that must be done and the determination of tasks is carried out through a process of division of labor. The implementation of the role of the leader must be accompanied by the design of the management process and organizational structure so as to create a conditionive atmosphere and affect the success (Utama et al., 2021; Windaryadi, 2019). In the process of division of labor the principle of justice is what a leader must instill. With the right division of labor, organizational effectiveness will be created and produce staff with high responsibility who are able to make decisions in the process of completing their tasks. Based on the answers from respondents, 40% of respondents did not know about the fair distribution of duties by leaders. On the other hand, another 40% of respondents strongly agree that leaders divide duties fairly with staff. 40% of respondents answered in agreement and another 40% of respondents strongly agreed with leaders who received and paid attention to input and information from staff to arrange work assignments. In terms of clarity of division of responsibility, 40% answered in agreement and 40% answered strongly in agreement.

The next character is a high sense of curiosity. The leader's ability to work closely with his staff is rooted in curiosity about the people in his organization. This curiosity allows a person to be willing to hear thoughts from those around him. In order for staff to have a high interest in cooperation, then the leader needs to understand why a person is interested in cooperating. According to Muafi (2009) there are several factors that cause a person to be interested in someone else. These factors include, 1) the opportunity to interact, interaction between individuals will cause attraction or it can also trigger interaction between individuals. 2) status, a person can be attracted to other people who have the same status and will integrate in people who have a higher status. 3) similarity of backgrounds, individuals who have the same background as age, regional origin, gender, organization tend to have attractiveness 4) attitudes, this factor is a development of the similarity of experiences. The attraction of working together will lead to staff participation in every activity of the organization. Participatory leaders are leaders who encourage staff to play an active role of their work processes and authorities are highly decentralized (Irwansyah & Faisal, 2015). One of the factors that influence the participation of a member of an organization is the management of the organization.

The third character is able to motivate. Motivation is a state in a person's person that can be an energy or driving force to do something (Mardin et al. 2016). According to Utari & Hadi (2020) motivation is important because it will spur the morale of staff in carrying out organizational activities. Staff performance or achievements can be maximized if the leader's character can move, direct, guide and motivate the staff (Madyarti, 2021). A leader must not only govern, but must be able to inspire his members to work and create an atmosphere of enthusiasm to achieve common goals. Leaders are required to be able to encourage their members to process and progress. The leader also acts as a motivator that keeps the spirit of members motivated to perform at their best (Madyarti, 2021). In this study, 40% of respondents answered in favor and 40% strongly agreed while another 20% answered that they did not know about the leadership who always gave encouragement to all staff to achieve good achievements.

The fourth character is self-awareness. Leaders have unique traits, habits, temperaments, watal and personalities and distinguish them from others (Abdurrahman, 2018). A good leader is a leader who knows the conditions of shortcomings and advantages that exist in him. A leader is inseparable from mistakes. A leader needs to be face-to-chest and willing to accept criticism and suggestions from others including from the staff he works with. Of the respondents' answers, 40% answered in agreement and 60% answered strongly agreeing that the respondent leadership is always open to suggestions and criticism. Suggestions and criticisms are needed as a joint evaluation to change for the better for the sake of achieving organizational goals.

Leadership Management Strategies in Improving the Quality of Performance of Educators and Education Personnel

An education worker is a member of the community who is appointed and devotes himself with the aim of supporting the implementation of education. In general, these educational personnel are contained in Law No. 20 of 2003 concerning the National Education System, including:

- Education personnel include educators, examiners, overseers, librarians, managers of educational units, researchers and developers in the field of education, laboratory personnel, and learning resource technicians.
- Educators include mentors, trainers, and teachers.
- Management of the education unit which includes the principal, director, rector, chairman, and leaders of the out-of-school education unit.

The duties of these education personnel are regulated in the provisions of article 39 paragraph 1 of law No. 20 of 2003 concerning the National Education System, stating that the duties of education personnel are to carry out administration, development, supervision, management, and technical services to support the educational process of education units.

Regarding rights and obligations, as well as the requirements of educators and education personnel, this is also regulated according to the provisions of [UU RI No. 20 Tahun, 2003](#).

Next, namely the obligations of educators and education personnel based on the provisions of article 40 paragraph 2 of [UU RI No. 20 Tahun, 2003](#) concerning the National Education System, states as follows:

- Create an educational atmosphere that is very meaningful, creatively fun, dynamic, and also dialogical.
- Have a professional commitment to improve the quality of education in Indonesia. - Set a good example and maintain the good name of the profession, institution, and position in accordance with the trust that has been given to him.

The performance of education personnel needs to be considered to obtain optimal work results. Constitutionally, article 41 of the [UU RI No. 20 Tahun, 2003](#) concerning the National Education System states that education personnel can work across regions. The appointment, placement, distribution of educational personnel is regulated by institutions that appoint based on the needs of formal education units. Promotion and appreciation for education personnel are carried out based on educational background, experience, ability and work achievements in the field of education. Things that need to be motivated or motivated to achieve progress in work achievements.

From the description above, it can be judged that educational performance should be developed to realize effective and optimal MBS.

Leadership is the process of influencing individuals or groups to consciously and harmoniously work to achieve the goals of a predetermined organization. Recognition of the importance of leadership strategies in organizations has become the main basis in analyzing their role and function in improving the quality of performance of their subordinates. Meanwhile, performance quality is a performance standard (principal) that has been mutually agreed upon in an organization (SOP). Here's a quick analysis of performance according to scientists:

- a) According to Moeherriono (2012), performance or performance is a description of the level of achievement of the implementation of a program Activities or policies in realizing the goals, objectives, vision, and mission of the Organization as outlined in a strategic planning of an organization.
- b) According to Mangkunegara (2006) Performance is the result of work in quantity and quality achieved by an employee in carrying out duties and in accordance with the responsibilities given.

- c) According to Mangkuprawira & Hubeis (2007) Performance is the result of a particular job in a planned manner at the time and place of the employee and organization concerned.
- d) According to Jamaludin (2017) Performance is one of the total collections of work that exists in the worker (Employee).
- e) According to Hersey et al (1993) Performance is a function of motivation and ability. To carry out the work of a person must have a certain degree of willingness and level of ability. As for a person's skills, they are still not effective enough to do the work without a clear understanding of what will be done and how to do it.

From some of the performance enablements above, it can be concluded that performance is a work ability or work performance shown by an employee in obtaining optimal work results. In other words, performance has a definition of the existence of an action displayed by a person in carrying out a certain activity.

Improving the Quality of Education Personnel

The quality of education personnel is the ability of education personnel to optimize their performance in order to produce optimal services in the implementation of education. Education Personnel are members of the community who devote themselves and are appointed to support the Implementation of Education. Its task is to carry out supervision and technical services to support the Education Process in an educational unit.

Education personnel are obliged to help create an educational atmosphere that is meaningful, fun, creative, dynamic and dialogical and must be an example and maintain the good name of the institution, profession and position in accordance with the trust given by the community to be the most important part in the process of providing education.

Conclusions

The conclusion that can be drawn is that leadership is a trait that a person has, because the task he carries is to try to brief his followers to obey what is the instruction of the person he leads. Education personnel are obliged to help create an educational atmosphere that is meaningful, fun, creative, dynamic and dialogical and must be an example and maintain the good name of the institution, profession and position in accordance with the trust given by the community to be the most important part in the process of providing education.

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