Character-Based Leadership in Improving The Quality Of Higher Education Management

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Abstract
The leader has his own unique and distinctive nature, habits, temperament, character and personality so that his behavior and style distinguish him from others. This style or lifestyle will certainly color his behavior and type of leadership. Leadership is an aspirational force, a force of spirit, and a creative moral force, which is able to influence members to change attitudes, so that they are in line with the wishes and aspirations of the leader. In fact, a leader should be a figure who becomes a role model for those he leads. Some types of leadership in general are autocratic, charismatic, laissez-faire, democratic, to make quality improvements. But if every time and in every matter must give orders or directions, it will cause difficulties, because every time to do a good job it must be with the leader's orders, and if there are no orders from the leader, the job will not be done well, then continuous improvement in the quality of performance will be difficult to achieve. A leader motivates followers through a leadership style based on Indonesian local wisdom, namely a character-based leadership style. To achieve this, a leadership management style that integrates 18 character-building values into the leadership style of higher education institutions (PT) is needed, thereby achieving the vision and mission of the higher education institution.

Keywords: Character-Based, Leadership Model, Quality Improvement, Higher Education Institution, Motivation

Introduction

A leader has his or her own unique and distinctive traits, habits, temperament, character, and personality, which distinguishes him or her from others. This lifestyle will undoubtedly influence his or her behavior and leadership style. Leadership is an aspirational force, a force of spirit, and a creative moral force capable of influencing members to change their attitudes so that they align with the leader's will and aspirations (Umesi, 2024). In fact, a leader should be a role model for those they lead.

Leadership is the process of directing and influencing the task activities of people in a group. Leadership means involving others, namely subordinates or employees being led (Sunarto, 2005). According to Kartono (2010), a leader has his or her own unique traits, habits, temperament, character, and personality, which distinguishes him or her from others. This lifestyle will undoubtedly influence his or her behavior and leadership style. This can give rise to several leadership types. For example, Charismatic, paternalistic, militaristic, autocratic, laissez-faire, populist, administrative, and democratic. In reality, the challenges faced by these leadership types are weaknesses in their implementation, especially in higher education.

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As is known, leaders must always be able to motivate members of higher education organizations to make quality improvements (Adhikari & Shrestha, 2023). However, if they must give orders or direction every time and in every situation, this will create difficulties. If every job well-done requires orders from their leaders, and without orders from their leaders, the work will not be done well, then continuous improvement in performance quality will be difficult to achieve. Therefore, leadership, in addition to providing direction or orders regarding matters that need to be improved, must also be used to foster intrinsic motivation, namely, fostering awareness of the need for everyone in the higher education institution to continuously strive to improve the quality of their performance, both individually and collectively as a group or as an organization.

The higher education institution management system has become the focus of collaboration between groups of higher education institutions within a region, with a focus on management. Quality/quality improvement. Higher education management must be addressed through a new paradigm, or a new framework for management thinking. The goal of this new management format is continuous quality improvement, incorporating the principles of autonomy as a driving force to create a more dynamic system, accountability to ensure responsible implementation of autonomy, accreditation to ensure graduate quality, and self-evaluation to ensure that decision-making in planning is based on empirical data and information. Reflecting on MC.Bride's success in leading Miovision, leadership style is indeed a crucial determinant.

Organizational success, driven by leadership style, refers to the leader's attitude and approach in providing direction, implementing plans and strategies, and motivating followers (Farahnak et al., 2020). Different situations require different leadership styles. A leader motivates followers through a leadership style based on Indonesian local wisdom, namely a character-based leadership style. To achieve this, a leadership management style that integrates 18 character-building values into the leadership style of higher education institutions within the university environment is needed to achieve the vision and mission of the university. Of course that will result in achieving goals group and individual goals. Motivated followers will voluntarily strive to achieve goals, which then results in satisfaction. Satisfaction leads to repeated goal-seeking behavior to achieve goals or meet needs in the future.

Method

The research method used is quite appropriate for this type of theoretical study, particularly in discussing the concept of character-based leadership in higher education. However, the main weakness lies in the lack of empirical data and the lack of transparency in the analysis process. To make this research more applicable and have a practical impact, it is recommended that future empirical approaches be added, for example through case studies, in-depth interviews, or surveys of higher education leaders.

Results and Discussion

In determining their leadership style, leaders must be able to adapt to the situation and conditions at a particular time and place. Successful leaders are those who can adapt their

behavior to the demands of their unique environment. Effective or ineffective leadership depends heavily on the behavioral style adapted to the specific situation (Grensing, 2008). According to Siagian (2008), there are five categories of leadership styles that a leader can employ:
a) Autocratic
b) Paternalistic
c) Charismatic
d) Laissez-faire
e) Democratic

According to Kuswadi (as cited in Winardi (2004), an inappropriate or inappropriate leadership style applied by a leader to his employees can reduce motivation, performance, and ultimately job satisfaction. Similarly, Winardi (2004) defines a leader as someone who, through personal skills, with or without formal appointment, can influence the group they lead to mobilize collective efforts toward achieving specific goals. Broadly speaking, approaches or perspectives on leadership consist of:

1. Trait Theory
This theory places greater emphasis on personality aspects such as intellectual development, emotions, physical condition (age, height, and weight), and other personal traits (Jayawickreme et al.,2019).
This theory focuses on two aspects of leadership behavior and leadership styles. The first aspect emphasizes the functions performed by leaders within their groups. For a group to function effectively, a person must perform two main functions:
   a) Task-related or problem-solving functions, which involve providing suggestions, information, and opinions.
   b) Group maintenance or social functions, which include everything that can help the group run more smoothly, achieving agreement with other groups, mediating differences of opinion, and so on. The second aspect of the behavioral leadership approach focuses on the leader's style in relation to subordinates.

2. Situational Theory (Contingency Theory)
The situational-contingency approach explains that the style used depends on factors such as the situation, task, organization, and other environmental variables. Well-known situational theories are (a) Robert Tannenbaum and Warren H. Schmidt, (b) Fielder, (c) Hersey and Blanchard, (d) Leader-Member Exchange Theory, (e) Path-Goal Theory, (f) Participation Model.

3. Behavioral Theory
Describes specific behaviors that differentiate leaders from non-leaders. Ohio researchers identified two groups of behaviors that influence leadership effectiveness: initiating structure and consideration. The consideration factor describes a very warm relationship between a superior and subordinate, with mutual trust, a sense of camaraderie,

and respect for subordinates' ideas. The initiating structure explains that a leader regulates and determines organizational patterns, communication channels, role structures, and how they are implemented to achieve organizational goals.

4. Transformational Theory

Leadership theory has evolved in many directions, including transformational leadership. Transformational leadership is a style that depends on factors such as the situation, employees, tasks, organization, and other environmental variables. There are four elements that underlie transformational leadership, namely:
a) Charisma
b) Inspiration
c) Intellectual Stimulation
d) Individualized Consideration

The leadership patterns described above consistently encounter obstacles and weaknesses in practice. This generally reflects a feared leader, with gaps in leadership. Consequently, a sense of camaraderie is not created, creating an uncomfortable work environment. To address these issues, it is necessary to develop a leadership model.

There are 18 (eighteen) national character values as issued by the Ministry of National Education, namely:
1. Religious Values
2. Honesty
3. Tolerance
4. Discipline
5. Hard Work
6. Creativity
7. Independence
8. Democratic
9. Curiosity
10. National Spirit
11. Love of the Homeland
12. Appreciation of Achievement
13. Friendly/Communicative
14. Love of Peace
15. Love of Reading
16. Environmental Care
17. Social Care
18. Responsibility.

The definitions of the 18 character values mentioned above are as follows:
1. Religious: An attitude and behavior that adheres to the teachings of one's religion, is tolerant of the practices of other religions, and lives in harmony with adherents of other religions.

2. Honesty: A behavior based on efforts to establish oneself as someone who can always be trusted in words, actions, and work.
3. Tolerance: An attitude and action that respects differences in religion, race, ethnicity, opinions, attitudes, and actions of others that differ from one's own.
4. Discipline: An action that demonstrates orderly behavior and complies with various rules and regulations.
5. Hard Work: An action that demonstrates orderly behavior and complies with various rules and regulations.
6. Creative: Thinking and acting to produce new methods or results from something already possessed.
7. Independent: An attitude and behavior that does not easily depend on others to complete tasks.
8. Democratic: A way of thinking, behaving, and acting that values the rights and obligations of oneself and others equally.
9. Curiosity Attitudes and actions that always seek to know more deeply and widely something learned, seen, and heard.
10. National Spirit: A way of thinking, acting, and having a perspective that places the interests of the nation and state above personal and group interests.
11. Love of the Homeland: A way of thinking, acting, and having a perspective that places the interests of the nation and state above personal and group interests.
12. Appreciating Achievement: An attitude and action that motivates one to produce something useful for society, and to recognize and respect the success of others.
13. Friendly/Communicative: An attitude and action that motivates one to produce something useful for society, and to recognize and respect the success of others.
14. Love of Peace: An attitude and action that motivates one to produce something useful for society, and to recognize and respect the success of others.
15. Love of Reading: The habit of making time to read various reading materials that provide benefits for oneself.
16. Caring for the Environment: An attitude and action that always strives to prevent damage to the surrounding natural environment. and developing efforts to repair existing environmental damage.
17. Social Awareness: Attitudes and actions that always seek to provide assistance to others and communities in need.
18. Responsibility: A person's attitude and behavior in carrying out their duties and obligations, as they should, towards themselves, society, the environment (natural, social, and cultural), the state, and God Almighty.

Among the 18 national character values that can be implemented in leadership patterns for running a business and preventing cybercrime in business competition are the following:
1. Honesty. According to Sugono, honesty can be defined as being straightforward, not lying, and not cheating. Honesty is a very important trait in life.
2. Independence.

3. Discipline. According to Sugono, discipline is defined as obedience (compliance) to regulations. The value of discipline can be realized in the form of, among other things, the ability to manage time well, compliance with all applicable rules and regulations, doing everything on time, and focusing on work.

4. The Value of Responsibility. According to Sugono, the definition of the word "responsibility" is the state of being obliged to bear all responsibility (if anything happens, one can be sued, blamed, and prosecuted).Responsibility is accepting everything from a wrongdoing, whether intentional or unintentional. This responsibility manifests as an awareness of the obligation to accept and resolve all problems that have been committed. Responsibility also represents devotion and sacrifice. Devotion is a good deed in the form of thoughts, opinions, or energy as a manifestation of loyalty, compassion, norms, or a bond of all of these, carried out sincerely.

5. The Value of Hard Work. Hard work is based on willpower. The word is associated with determination, perseverance, endurance, clear goals, work power, conviction, self-control, courage, steadfastness, energy, strength, masculinity, and perseverance.

6. The Value of Justice. Based on its meaning, justice means equal weight, impartiality, and impartiality. In everyday life, thinking as a basis for considerations to produce decisions will continue to develop simultaneously with the experience and knowledge possessed by a person.

If a leader in a university implements a leadership model, it represents a new technological breakthrough that has been ignored, even though it is not new because it is already a concept of religious teachings and culture. However, in reality, it is not considered, but rather adopts a Western leadership style and is considered a trend that is not necessarily compatible with the culture of our society.

Conclusion

Leadership management innovation in Higher Education Management is integrated into the values of the 18 national characters which are the concepts of religious and cultural teachings that are adhered to, but in reality the trend is to adopt a Western style of leadership which is not necessarily compatible with the culture that exists in our society.

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