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RESEARCH ARTICLE

LEADERSHIP CAPABILITY ON ISLAMIC STATE UNIVERSITY ALAUDDIN MAKASSAR

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Abstract

Leadership capability is an ability possessed by a leader in managing the organization and resources of the organization. Leadership capability can be seen through the ability of the leader, the leader's commitment, and consistent leader. The ability of the leader demonstrates the ability of a leader in carrying out the duties and responsibilities in achieving objectives through technical skills, social skills, and conceptual abilities. In addition, the commitment of leaders is how leaders set an example to harmonize the actions and values of togetherness, while the leader is consistent between words and actions align. Therefore, a leader in implementing the necessary tasks: (1) apply the selection and recruitment of officials with the system needs assessment, (2) responsive leader based organizations responding to the problem, (3) a leader capable of analytical and conceptual thinking, (4) Leaders are committed and able to carry out consistent.

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A. INTRODUCTION

1. Background

Leadership capability is a basic requirement of an organization and is crucial to the progress and quality of a leader in managing the organization. In addition, the reciprocation of an organization depends on how far the leadership capability that affects the ability of a leader in managing the organization he leads.

Therefore, leadership capability is the ability of a leader in carrying out the duties and responsibilities of leadership. So, briefly leadership based on capability (capability-based leadership) are similar or almost the same as the approach based organization resources (resource-based approach), but when examined more deeply, then there is a fundamental difference. Capabilities-based approach to leadership is the central point on the capability of the leader with all the attributes of leadership or capacity, while the resource-based organizational approach emphasizes on process management with all the structure, duties, and functions.

So the concept of capabilities as noted above, in line with the concept of thinking of Gardner (2006), as follows: "The probability of Achieving continue use of strategic competitiveness in the 21st century is enhanced for the firm that realizes that its survival depends on the ability Intelligence to capture, transform it into usable knowledge and diffuse it throughout the company Rapidly. Therefore, firms must develop and acquire knowledge, integrate into the organization to create capabilities A capability is the capacity for a set of resources".

Therefore, leadership capability can be understood as a capacity or capabilities of a leader in managing the organization and available resources. In addition, leadership capability can be defined as the ability of a leader to influence others in order to work toward goals and objectives. Correspondingly, Wayong (2013: 67) says that leadership is the ability to influence and motivate others to do things in accordance with the objectives. Then Thoha (2012: 9) that the leadership does not have to be bound within a particular organization, but leadership can happen anywhere, as long as someone shows the ability to influence the behavior of others toward the achievement of a particular goal.

In addition, leadership capability is the ability of a leader in carrying out the duties and responsibilities in order to achieve the goal. This capability according to Hersey (1982: 5) that a leader has a minimum of three (3) leadership skills, namely: (1) technical capability, (2) social skills, and (3) conceptual abilities. In addition to the three leadership skills, there are also factors into the success and failure of a leader in his leadership duties, namely extent of the capabilities of a leader in the commitment to uphold and implement consistent in carrying out their duties and functions as a leader. Thus, the success and failure of a leader in his leadership duties, depending on how a leader, including college leaders to implement the vision and mission performed by the higher education institutions they lead (Abror, 1985: 34).

Alauddin State Islamic University of Makassar as one of university that deals with typical problems such as academic management, human resources, facilities, campus environment, and cooperative relationships with agencies / government and private agencies at home and abroad. To solve the problems mentioned above, is not a simple task, but the task is quite complex and requires responsibility leadership capability, and the ability of leaders to solve these problems.

Problems mentioned above, based on the initial observation that researchers at UIN Alauddin Makassar leaders from all levels of leadership have a very low leadership capability in solving various problems, and do not have the ability to uphold and implement consistent commitment in resolving the existing problems. Therefore, if the starting point of this problem, it is necessary there is an effort well over the reliability and ability level leaders have leaders to make strategic efforts in the development of various aspects of the service.

The issue in this study, namely the low leadership capability possessed by the leader of the UIN Alauddin Makassar, and do not have the ability to keep commitments and consistent in carrying out the tasks of leadership, making it difficult to meet the management of the organization, the academic, human resources, facilities infrastructure, campus environment, and cooperative relationships with agencies / government agencies and the private sector at home and abroad, so many people are questioning the ability of the leader to the UIN Alauddin Makassar in carrying out the duties and functions.

Therefore, the purpose of this research is directed to how to determine and analyze the ability of a leader in managing the organization, how leaders hold firm commitment, and consistent in carrying out the task of leadership.

Methodology

Type of study is a qualitative method, the location of the research on Alauddin State Islamic University of Makassar. The tendency to examine what you want to see and do desire to be achieved, then the subject of research is to examine and analyze the ability of the leader, the leader's commitment, and a consistent leader in managing the organization. The collection of data obtained through the research instrument, the researcher himself (key instrument), and to direct researchers assisted in collecting field data with (1) the observation guide, (2) guidelines for the interview, and (3) a summary of the contact sheet. The model used in this study is the basic model of the type of observational case study, by taking the form of case studies were fixed (embedded case study), meaning that researchers focus on particular cases that have been assigned (fixed) as a research focus.

The main data source in this study is the result of interviews with informants through interviews (interviews) and observation (observation). The unit of analysis in this study are the people (informants) who knows about the condition of UIN Alauddin Makassar today, which consists of leaders as key informants include Rector, the Vice Rector, University leaders and faculty, Faculty, Staff, and Students , to conduct interviews through your interview. Data collection procedures used in this study is the use of interview techniques, observation (observation), participation and research paper based documents written sources, field notes, and documents legislation.

Based on the shape and nature of the data obtained, the data analysis technique is interactive and takes place continuously until complete and the data is saturated, then further action (1) data reduction, (2) data display, and (3) drawing conclusions. In order for the findings obtained assured belief, then tested by means of (a) the credibility test, which is done diligently and observation many times (persistent observation) and to test the triangulation, (b) checking test member (member check), and (c) peer debriefing test and dependability.

C. RESULTS AND DISCUSSION

1. Results

a. Capability Leader

The ability of a leader is to demonstrate the ability of a leader in carrying out the duties and responsibilities in order to achieve the goal. The ability of the leader can be seen through (1) technical capability, (2) social skills, and (3) conceptual abilities, as follows:

1). Technical Ability (Technical Skill)

Technical ability is the ability of leaders to use knowledge, methods, and equipment necessary to carry out a specific task that was obtained through education, experience, and training.

Theoretically, a leader must have the ability as described above, but the facts and research data indicate that the recruitment of officers to be appointed to a particular position or job does not meet the standards of education, experience, and training that is owned by the position and the work to be carried. Since the leader is authorized to select officials who will be appointed to an office or employment, in the selection and recruitment is not based on the needs assessment (job analysis), but based on the like and dislike though officials would not have raised the capacity of the office or employment which will embrace. Therefore, this kind of action mentioned above, indicate that the leader of the University not yet fully understand how the technical capabilities that can support the implementation of the duties and functions of each officer in their respective field of work.

2) Social Skills (Social Human Skill)

Social skills is an ability possessed by a leader in doing the work through other people, which includes an understanding of the motivation and the application of effective leadership. Such a capability requires an understanding of its own by any leader in moving subordinates.

However, facts and research data indicate that the leader of the University to the lowest level leaders, are very weak in terms of service and responsibility for management of the campus. In some cases, such as environmental factors such as the cleanliness of the campus, parking is chaotic, less conducive campus security, illegal building in the campus, and a variety of other cases. These conditions become complaints among campus residents, as there are leaders from the rector to the lower level leaders less response, supervision, subordinates are less able to move, and there is no coordination among existing officers to handle cases mentioned above. So the case is left without any willingness to settle. Because of the research data indicate that officials there throwing responsibility, on the pretext that the work has been divided discharged from the rector to the lower level of the leader, so if there is a case that happened on the field do the rector and vice-rector of the blame.

3). Conceptual Ability (Conceptual Skill)

Conceptual ability is the ability of the leader to understand the complexity of the organization and capabilities are used in the field of motion adjusting unit into the field operations of the organization as a whole. Therefore, every leader there must fully understand the motion of each work unit in carrying out duties and functions.

Facts and research data indicate that the UIN Alauddin Makassar has very complex issues. For example, is recognized by the rector himself that listening to the complaints of various problems faced by the citizens of the campus, has been a time-consuming his duties and functions at least 40%, not including academic problems, management, housekeeping, facilities and infrastructure, and the campus environment. Indeed, it is recognized that of the many complex and intricate problems faced by leaders, no one has been able to be resolved and parsed completely. For example, the issue of land grabbing Campus II by residents around the campus has several times made a leadership meeting to resolve this problem, but until now the realization settlement never materialized.

b. Commitment leader

Commitment is the ability of the leader to set the example by aligning actions with shared values is constructed. Indeed, the facts and research data have shown that the leader of the University has built shared values with faculty leaders and leaders of other Work Unit.

However, from the data the results showed that the value of togetherness that was built by the university administration, faculty and leaders with other work units is violated solely by the university administration. For example, university leaders and faculty leaders have agreed with each faculty program through coordination

meetings, and have been formulated in university plans and each faculty to be implemented next year. In fact, after the list of programs / activities received by each faculty to be implemented, changed from the original agreement based on the results of the coordination meeting, without any changes notified to the faculty, and what was the reason to change it.

It certainly is a picture of how bad the University leadership commitment, which often make policies and take decisions to be implemented by the leaders under him, but the leader of the university itself and the decision to change the policy, without coordinated back to the leaders under him.

c. Consistent leader

Consistent is the ability of a leader align with the spoken done. Therefore, Consistent is a factor of success and / or failure of a leader in his leadership duties. The leader is considered successful in his leadership, if it is able to be consistent in doing and acting in the performance of duty, being a leader fails in his leadership, if he is not consistent in every action and deeds.

Facts and research data indicate that some of the actions taken by university leaders and faculty in making policy and taking decisions, are not consistent with the underlying regulatory policy making and decision making, such as a policy leader gives permission to the task of learning to learn and professors, not consistent with that set forth in the chancellor's decision number 129 C of 2013 on education UIN Alauddin Makassar guidelines which say that the lecturers who have not given permission additional task of learning and the learning task, it turns out some temporary lecturers have additional duties as vice dean, head of the center, the chairman department, and the secretary of the department got permission to study and learn the task of leadership. Similarly, the appointment of an academic advisor, the above decision of the rector stated that professors who are occupying positions up to the chairman / secretary of the department cannot be appointed as an academic advisor, it turns out there are several professors while serving until the chairman / secretary of the department appointed an academic advisor.

In addition, university leaders are not consistent with what was said in each guest received a university by saying "welcome to the campus of civilization", because the essence of civilization is to obey the rules, cleanliness, order, and discipline, and so on. However, the leader of the University itself is inconsistent with civilization, for example, give permission to faculty who do not study entitled, cleanliness in the campus was not properly managed, chaotic parking, and is not able to provide an exemplary example to the leaders below.

2. Discussion

After exposure to the facts and data on the above results, the proposed discussions with the aim to show the meaning implied in it and see the theories underlying substantive, as follows:

a. Capability Leader

Once the facts and research data presented above by (1) technical capability, (2) social skills, and (3) the ability of the conceptual, then described the discussion as follows:

1) Technical Capability

From the research data shows that the officials who are appointed to a position or job specifications do not meet the standards of education, experience, and training, as Thoha (2012: 68) said that ability is one element in maturity, related to the knowledge or skills that can be acquired of education, training, and experience. So the management and academic services inadequate, which affect the lags in the reporting process and administration services both in quality and quantity. As a result of the above problems, due to his deep university leaders in the selection and recruitment of officials who will occupy a certain position or a job does not adhere to the principle of need assessment (job analysis), so that officials recruited in certain positions do not fully understand their duties and functions according to position and the work carried.

According to Nawawi (2006: 312) that the analysis required and work must be done, both on the technical and professional jobs or positions of the functional and managerial positions. Because an organization that ignores the very wrong job analysis, job analysis because without very much time is required to teach all workers and members of the organization to know and be able to perform basic tasks and responsibilities effectively and efficiently.

Should a leader be placed in a certain position or a job, at least have the two skills / technical skills, the technical skills and managerial skills, as stated by Siagian (2006: 30) that any leader, of any level he works always requires two kinds of skills, namely technical skills and managerial skills.

2) Social Skills

Based on research data indicate that the leader at the University, from the rector to the lower level leaders are very weak in terms of service and responsibility for management of the campus. Because the leaders of the University to the lower level leaders, lack of response, monitoring, co-ordination in terms of organizational problems, and are less able to move subordinates to deal with existing problems.

Indeed, the role and responsibilities of service to the university leaders do not run properly as mentioned above, it is not separated from the role and responsibilities of leadership is very weak. Where leaders are not in a position to control subordinates, and are not able to also respond to any problems that exist. The cause of it all, because university leaders are not able to make policies and take decisions, and do not dare to take risks on policies and decisions to solve organizational problems. Correspondingly, Surbakti (2012: 224) that the leader who dared to act, but few are willing to take responsibility for responsibilities relating to risk, which is why many leaders often avoid it. However, it does not mean that it should be avoided or create a pretext for other people who are responsible. However, the power and authority of a leader lies in his responsibility, not on rhetoric. Therefore, who would be responsible, he should be able to make policies and take decisions for the benefit of the organization.

A leader should respond quickly to any problems that exist, so that the task can run effective leadership and effective, as it is said Salusu (1998: 303) that the behaviors ability is first seen in how far the leaders anticipate or react to discontinuities in the organizational environment, the In other words, that the extent of management to respond to events that occur within the organization.

3) The ability of conceptual

From facts and research data indicate that the UIN Alauddin Makassar, there are various issues that are very complex and complicated, it is admitted by the rector that campus residents listened to the problems already seized rector duties and functions as much as 40%, not including academic problems, management, housekeeping, facilities and infrastructure, and the campus environment.

Many complex and complicated issues faced by leaders, not how that is able to be fully resolved. The condition is due to the leadership capability possessed by leaders from all levels of leadership are still very low and weak in carrying out their duties and functions. The reason is not because university leaders have the courage, assertiveness, and responsibility for problem resolution. According Surbakti (2012: 113) that courage (Bravery) associated with the risk, responsibility, and calculations. That is, dare to face the risk, responsibility, and full calculations. Therefore, courage is different from the "daring", because it is driven by emotion daring, reckless, reckless, careless, and without taking into account the impact of the action. Therefore, courage is needed by leaders in carrying out the task of leadership.

Supposed to be a leader, must take a decision to resolve the various problems the organization, as stated by Tjiharjadi, et al (2012: 183) that the brave means being able to take decisions according to conscience which is based on the golden rule of leadership. However, many leaders do not dare to take the risk if the opposing general habit or influenced by risk positions, despite the fact that the general habit, sometimes does not correspond to the reality that must be faced in the field.

b. Commitment Leader.

Facts and research data indicate that the values of togetherness that was built by the leader of the University with faculty leaders and leaders of other work units, violated by the leaders of the university, such as the preparation of work programs / activities of each faculty and other work units, which have been agreed be a faculty program activities in coordination meetings. Where the work program / activities agreed upon earlier, is poured into the work plan offices and institutions (RKKL) change, and no such agreement in coordination meetings without the changes notified to the faculty and other work units.

The main cause is the leader of the university is not able to demonstrate exemplary qualities of leadership, where their commitment is very weak and bad in its application. It is indicated that the leader in the line of duty leadership acted dishonestly in giving the example by aligning actions with shared values that have built together. Correspondingly, Surbakti (2012: 141) that the leaders who are committed to the task of leadership is bad, are those who avoid responsibility and often neglected task. Therefore, poor commitment leader is evident from the chaotic system owned leadership, and the lack of good planning and mature as work plan / activities of faculty and other work units generated by the above coordination meeting.

Therefore, if the leader as the prime mover dynamics subordinates no longer have the honesty to act on shared values that built, then the existence of leadership is questionable, as it is said by Rifai, et al (2013: 60) that a leader should be a role model and pioneer, not the imitators who do not have the attitude to the values of truth and goodness.

c. Consistent Leader

Based on the facts and research data indicate that there is some action university leaders and faculty in making policy and taking decisions, inconsistent with the rules underlying the policy making and decision making, for example, policy leaders gave permission to study and learning tasks are not consistent with the lecturer rector's decision number 129 C of 2013 on education UIN Alauddin Makassar guidelines which say that the lecturers who have additional duties cannot be given permission to study and learning tasks, it turns out there are some professors who temporarily occupied the post of vice-deans, heads of center, department chairman, and secretary of the department given permission to study and learn the task of leadership. Similarly, the appointment of an academic advisor, the above decision of the rector, said that professors who are occupying positions up to the chairman / secretary of the department cannot be appointed as an academic advisor, it turns out there are some professors who occupied the post until the chairman / secretary of the department appointed an academic advisor .

In addition, university leaders are not consistent with what was said in every guest receives the University by saying "welcome on campus civilization", whereas the essence of civilization is to obey the rules, cleanliness, order, and discipline. However, in reality the leader of the University itself violate the core of civilization by not obey the rules that give permission to the faculty member has the right to learn, university leaders are not sensitive to the cleanliness of the campus, parking, and not able to give the example of the leaders below. The cause of the lack of consistency in the leader as mentioned above, as a leader in implementing various rules and actions taken in the field are not in accordance with any words. Where the leader does not possess the integrity that is associated with the nature of honesty in carrying out any existing rules, and not be honest in what he says at every opportunity.

A leader should be able to demonstrate a consistent ability to execute in terms obey the rules, act, do, and say, so it can carry out tasks effectively leadership, but otherwise does not have the ability to interpret the existing rules and is not sensitive to the campus environment. Correspondingly, Nawawi (2006: 57) that the leader must be able to be a role model in complying with the regulations made on the basis of its power.

C. CLOSING

Based on the research findings and discussion that has been described above, it is proposed the following conclusion:

1. Technical ability which is owned by the University and Faculty leaders in carrying out their duties and functions are still very low. This is because the leaders of the university in the selection and recruitment of officials not based on needs assessment (job analysis).\
2. Duties and responsibilities of the ministry leader at the University in carrying out the duties and functions not yet optimal. Due to lack of response, lack of supervision of the subordinate tasks in the field of social impact on its ability is still very low.
3. Leader of the University and the Faculty, not being able to understand and be able to solve the problems that exist in the field of their respective duties, because the conceptual abilities possessed by very low and weak leader in performing their duties and functions.
4. Leader at the University and the Faculty does not have the ability to keep commitments in every action, and not consistent in every application of the rules in making policy and taking decisions, and not consistent with the words and actions in the field.

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