The Role of Transformational Leadership on Improving the Quality of Institutional Accreditation Management in Private Higher Education Organizations

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Abstract—**Transformational leadership is the leadership styles with a behavioral approach and the ability of the leader to inspire the followers for working well and producing the best performance. The purpose of this study is to analyze and describe transformational leadership styles to create organizational health in an effort to improve the quality of accreditation management. This research method is a qualitative approach with a literature review *design* through the process of collecting relevant research literature, getiing important points and their relevance to the concept of research problems, then conducting an in-depth analysis by compiling discussions and conclusions from the results of the analysis. The results of the study explained that transformational leadership style is predicted to improve the quality of accreditation of higher education institutions through the health of higher education organizations. The method used is through the application of transformational leadership characteristics; idealization of influence, individual consideration, intellectual stimulation and inspirational motivation. This study is expected to make a real contribution to improving the quality of private higher education accreditation management through the application of a transformational leadership style.**

Keywords—*transformational leadership, quality of institutional accreditation management*

INTRODUCTION

Universities as institutions have a great mission and responsibility to create a moral society. In addition, all human resources in higher education organizations are expected to have the motivation making updates and improvements. No matter how sophisticated the technology used by an organization, no matter how big the organizational capital is, but the most important thing is the people in the higher education organization who ultimately become the driving force. Thus, special attention is needed on human resources in the organization of higher education institutions. .

Attention to human resources in an organization is an absolute necessity in case to drive the high technology and the organization's capital. The traits of employee, the effort or willingness to work, and there are so many other things that become the support of the organization which useful for the improvement of employee performance [1]. There are many aspects conerning to management in case to improve employee performance, such as organizational health , leadership style, and employee job satisfaction.

In addition, leadership is a determining factor for the success of an organization. Leadership referes to the power to move and influence people [2]. It is through these strengths that organizational goals can be achieved especially in higher education institutions, the role of leadership is very important to achieve the vision, mission and goals of each university through effective and efficient management. Leadership also refers to a process of activities starting from the planning process to the monitoring process. There is previous research conducted by Francisco et. al. [3] with research studies

on changes in leadership orientation on employee performance, the concept of improving employee performance is influenced by changes in leader orientation by transforming values. Besides that, according to Gilley et. al. [4] organizational changes carried out with effective leadership can lead to an increase in employee performance. The notion of transformational leadership style has been linked to improved organizational productivity and performance, according to Atan et. al [5] research on the relationship between transformational leadership style and employee competence .

According to Suhana et alresearch .'s [6], transformational leadership encourages followers to act creatively by fostering an atmosphere of cooperation and enhanced intellectual activity. With regard to employee job satisfaction, specifically explained by Bayram et. al [7], that transformational leadership has a positive relationship, with a fairly significant correlation value between them.

In carrying out his role, a leader has his own style, which makes him an example or role model worthy of being emulated by subordinates in carrying out each job [8]. The aspect of employee loyalty is certainly the most important thing to maintain the integrity of an organization. Through a transformational leadership style, employee loyalty can be created because transformational leaders always involve them in every activity of their organization [9].

Several issues related to bureaucratic reform initiated by the Ministry of Research, Technology and Higher Education are: 1) Low quality of service; 2) The internal control system has the low role; 3) Human resource management practices are not optimal; 4) The monitoring and evaluation system is not well developed. Based on the data and information from the PDPT and BAN-PT achievement of universities, in accordance with the mandate of the Higher Education Law article 56, the Directorate General of Higher Education conducts research and classification of university rankings Indonesia. Through these groupings, the Directorate General of Higher Education obtains an overview related to the quality of higher education in

managing human resources, institutional management, student affairs, research and community service. Thus the Directorate General of Higher Education obtains recommendations in providing guidance, monitoring, and setting goals for policy implementation; provision of State Higher Education Operational Assistance (BOPTN) funds; and other incentives/ grants. Based on data from the Directory of Higher Education Higher Education Service Institute Region IV that the number of Universities in the Higher Education Service Institute Region IV West Java and Banten totals 454 Private Universities. 4 Private Universities accredited Excellent, 2 Private Universities accredited A, 90 Private Universities cccredited B, 12 Private Universities Accredited Very Good, 178 Private Universities Accredited Good and 154 Private Universities Not Accredited.

Improving the quality of higher education is important because it realate with government and public trust. One of potential alternative supporting the program is improvements in the scope of higher education organizations. Therefore, this study will provide an overview of the transformational leadership through organizational health to improve the quality of institutional accreditation management at Higher Education Service Institute Region IV West Java Banten environmental colleges.

RESEARCH METHODOLOGY

This research method is a qualitative approach with a literature review research design or literature review. This literature review aims to answer questions based on a critical and thorough search of intrinsically relevant library materials. The literature review is taken from some library sources to explore new ideas, as a basis for deriving existing knowledge. Thusm new theoretical frameworks can be developed, or as a basis for problems by collecting data or information including solving it.

FINDINGS AND DISCUSSION
Definition of Leadership

Gary Yulk [10] suggests the notion of leadership from several experts, including: 1) Leadership is a

process to make people understand the benefits of working with other people, so that they understand and want to do it (Drath & Paul); 2) Yulk explained that leadership is a process to influence other people which is carried out effectively, so that the people who are influenced understand and have the same opinion in doing something, for the benefit of individuals and groups; 3) Leadership is a relationship that exists within a person or leader and motivates others to want to actively collaborate with them to accomplish a common objective (Terry).

Furthermore, Rivai [11] defined leadership are : a) A leader's method of influencing and directing his followers to accomplish organizational goals; b) The skill of persuading and leading others to cooperate fervently and with obedience in order to accomplish shared objectives;   c) the capacity to move people to act in ways that advance predetermined objectives; d) the participation of three factors (leaders, followers and certain situations).

Thus, leadership can be defined as the process of persuading others to participate in activities that will help the company reach its objectives. The ability of an organization's leaders to carry out its vision has a significant impact on the organization's ability to advance.

Transformational Leadership Style

One leadership style with a focus on behavior is transformational leadership, in which the leader inspires his people to work hard and perform at their highest level. The transformational leadership philosophy places a strong emphasis on the feelings, values and importance of leadership that encourage innovation and fresh thinking among members. Thus, members of the organization become more aware of common interests and goals. [12].

According to Wexley & Yukl [13], transformational leadership is a leadership style that has a significant impact on its followers and can motivate them to go above and beyond what the leader would like for the organization. Transformational leaders are typically able to instill a sense of self-assurance (intrinsic motivation), dedication, strong loyalty, and the development of a leadership spirit in their team members. Employee commitment and strong levels of

devotion to the company are qualities that transformational leaders may foster [14].

Bass and Avolio noted the characteristics of transformational leadership styles are [15]:
1. Idealized Influence (idealized influence)

Transformative leaders have personalities that make them role models, admired, respected, and trusted by other members of the organization through the influence dimension of their charisma. According to Aan Komariah [16], a charismatic leader can be recognized by his behavior that shows understanding and maintains the vision and mission of the organization, has a firm stance, commitment and is consistent with every decision that has been taken, and respects his subordinates, so that he becomes a role model that is admired. , valued and followed by his subordinates.
2. Individualized consideration

According to Yukl, individual consideration is a form of leader consideration in providing support, encouragement, and training for followers. The existence of status, position, and expectations of members or followers are well understood by a leader. This form of attention is carried out by leaders specifically when followers have problems at work or personal problems.
3. Intellectual Stimulation

Intellectual stimulation is defined as the behavior of a leader in an effort to increase awareness about the problems of followers and followers influencing followers to view problems from a new perspective. The stimulus given by a leader relates to the new ideas presented in doing something and changes in the perspective of fellow members [17].
4. Inspirational motivation

Inspirational motivation in transformational leadership style is done by giving motivation and inspiration from a leader to his followers. Leaders must have an attractive vision, and focus on the efforts made by their followers. Through this dimension awareness of the benefits of good work behavior can be beneficial for the group or company, as well as for himself.

From some of the definitions above, it can be concluded that transformational leadership is a form of leader behavior through the process of delivering a picture related to the organization's vision with various personal approaches to followers, the behavior of a

leader's approach is the key to success in the process of influencing and convincing followers to achieve organizational targets. collectively. The succesful of a transformational leader is when his followers get the opportunity in case to optimize their abilities with high work motivation will be an impact on the work commitment of their followers.

Quality of Institutional Accreditation Management

The new higher education management paradigm is a mechanism for achieving high-quality, sustainable higher education. It is anticipated that the management style based on a blend of self-evaluation, autonomy, accountability, and certification will promote the establishment of sustainable quality based on the originality, morality, and individual productivity of the academic community. The issue brought up in this study is the accrediting component.

Higher education institution accreditation is a form of acceptability from related organization to the provision of reliable and valid information regarding the quality of implementation, performance and results obtained by universities. The National Accreditation Board for Higher Education is in charge of organizing this accreditation process (BAN PT). The only organization that the government has authorized to do accreditation is BAN PT. The National Education Standards are used by BAN-PT, an independent evaluation agency, to assess the viability of programs and/or instructional units at the higher education level.

Accreditation is a procedure used by BAN-PT to evaluate and ascertain the level of quality of study programs at universities using pre-established quality standards. There are also polls to rank universities and data collecting by government organizations for specialized objectives. [18]. As a result, accreditation serves as a public statement of the higher education system's quality status. Consequently, the following are the accreditation's goals and advantages:

1) Assure the public that recognized tertiary schools have complied with the BAN-PT quality criteria so they can shield the public from the implementation of study programs that fall short of the requirements.

2) Encouraging institutions to make progress consistently and uphold high standards

3) The accreditation findings can be utilized as information for credit transfers, help requests, and funding allocations, as well as for requesting recognition from the agency or agencies in question.

Transformational Leadership in Improving the Quality of Institutional Accreditation Management

The significant increase in the number of private universities in Region IV West Java and Banten cannot be separated from the challenge of increasing competition between private higher education administrators in terms of service quality and education to attract prospective students. The embodiment of the effort to get competitive advantage is one aspect of increasing institutional accreditation. This is due to the influence of several graduate users who specialize in applicants who come from higher education institutions with a minimum requirement of "B" Accredited. The accreditation value is obtained if the private higher education Institution has been able to meet the standards set by BAN-PT.

Efforts to fulfill BAN-PT standards which represent the quality of private higher education certainly require the role of all private higher education management elements (foundations, university leaders, lecturers, staff and students). The most important element in effective private higher education management, especially in the quality aspect of institutional accreditation management, is a quality leader who is able to coordinate every aspects in institution. A private higher education institutional leader has an important role as a manager in an private higher education institutional organization who can determine the direction of policy and institutional management. There are several leadership styles applied by a private higher education leader in managing the institution. Several studies show that every leader of higher education institution has a different leadership style and gets different results.

The strength of higher education institutions in improving the quality of institutional accreditation management is determined by how effective a private university leader is in managing and empowering elements in the campus academic community. The transformational leadership can be adapted as a strategic step for a leader in managing human resources in the

institution. A higher education institution which is an organization in which there are elements of employees and lecturers who have different abilities, absorption and motivation even though the level of education is the same. Therefore, transformational leadership that has characteristics in the process of personal mentoring between leaders and subordinates can be a solution in the process of institutional accreditation management. In the implementation of accreditation, private higher education institutions has obligations that must be fulfilled in the BAN-PT assessment standard consisting of 1) Vision, Mission, Goals, and Strategy, 2) Governance, Governance, and Cooperation, 3) Students, 4) Human Resources, 5) Finance, Facilities, and Infrastructure, 6) Education, 7) Research, 8) Community Service, and 9) Outcomes and Achievements of Tridharma. Therefore, in order to meet the seven assessment standards, each private higher education leader must be able to empower his subordinates to be a solid and effective team because the institutional accreditation process cannot be finished well by a private higher education leader only.

There is a description of the traits of transformative leadership. A strong influencer who can assist and care for his followers, come up with innovative solutions to challenges they confront, and inspire and motivate those around him are all qualities of a leader. Transformational leadership can create a healthy private higher education organization. Organizational health can be measured through several indicators, namely the ability to improve themselves, the ability to align themselves with the goals, and the ability to execute. This will certainly be closely related to the interest in improving the results of accreditation which is supported by good quality management.

Transformational leadership makes a private higher education leader a motivator as well as an inspiration for his subordinates when they face problems. Thus, employees keep their spirit when their leaders are highly involved in the institutional accreditation management process.

Each private higher education is accredited regularly. The preparation process is intensively important by forming an institutional accreditation team formed by the leader of each higher education institution. Through the command of the private higher education chairman/ rector, the accreditation preparation team has roles and duties in compiling and formulating accreditation forms. Transformational leadership of leaders can transform their subordinates by creating a vision and environment that motivates their subordinates to achieve good performance and exceed limits in efforts to develop and change the quality of institutional accreditation management.

CONCLUSION

Based on the discussion, it can be concluded that transformational leadership illustrates that a leader can transform his subordinates in four ways including (1) his influence or charisma, (2) providing support and care for his subordinates, (3) generating new ideas, and (4) being able to become a motivator and inspiration for his subordinates. Thus, a chairman or rector of a private university with a transformational leadership is able to become an organizational driving force in creating a healthy organization based on core capacities that include the ability to self-renewal, internally align and execute strategies. This certainly can facilitate organizational management functions through strong resources, and have high competence and professionalism that can be optimized to improve the quality of institutional accreditation management in order to realize better institutional accreditation results.

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