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Leadership Styles in Private Islamic Universities: A Phenomenological Study of University of Muhammadiyah Malang, Indonesia

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ABSTRACT

This research focus is to reveal the university leaders' understanding and to make the meanings of their leadership styles and their strategy implementation to give values to either internal or external stakeholders. This research employed a qualitative approach with Edmun Husserl's phenomenological philosophy. The informants are Malik Fadjar (MF) and Muadjir Effendy (ME). The research findings about the leadership styles are as follows: (1) Prophetic leadership with characteristics of *sidiq* (sincere), *tabbligh* (informing), *amanah* (can be trusted) and *fatonah* (smart); (2) community leadership with characteristics of cultural, collective and collegial; (3) activist leadership: organization activator where the definition of an activist style becomes the section that meets the MF and ME style. This activist style is characterized by a great dream established through discussions, then it were implemented in full spirit-movements; and (4) straight and dynamic leadership: wide, flexible and rational. Straight leadership means the starting changes from standard works into more progressive ones. This happened due to effects of standardization either determined by Government or Muhammadiyah organization. The period of this leadership styles application was in year of 2000s to make leadership estafet was made.

Keywords: leadership, prophetic, phenomenology, Muhammadiyah.

1. INTRODUCTION

A good and adequate organizational strategy is not enough, but it also needs leadership factors to lead organization towards the success. The good leader is not only having capabilities and smartness in strategies making, but also having abilities to implement the strategies to achieve the aim effectively. This condition confirms that each organization consists of elements where the functions have been determined to cooperate

and influence one another and no element which is dominant or more important than others. All elements should be well coordinated under the determined objectives (Anthony & Govindarajan, 2003).

Based on thoughts and arguments above, higher educational institution is based on principle of an organization. A higher education is the manifestation of a collection of parts that may be managed and moved to reach an expected end result.

University of Muhammadiyah Malang has an appeal to be studied, especially leadership factors that have geared into success of this campus. As a higher education organization, leadership prerequisites should be applied with its complexities of problems faced. The higher education organization has a great social responsibility to develop science and technology, creating the smart people, and building moral and social concern through the education world.

UMM as a private Islamic University under Muhammadiyah Organization umbrella has mandate as a learning center to produce high-quality people with Islamic moral competencies. The mandate and noble ideal deal with elements of philosophy, objectives, processes and human resources. It requires a leader with high capability, competence and integrity in realizing the expected ideals and objectives.

Based on above descriptions, the research problems are as follows. First, how do the leaders of University of Muhammadiyah Malang understand and define the meanings of leadership style. Second, how the understanding and meaning development are implemented as strategies that may give values for internal and external stakeholders? And third, what is the variance of leadership styles emerged as a strategy that may lead the campus from position of market follower into market leader?

2. REVIEW OF LITERATURE

The studies and thoughts of UMM leadership are still rare. This gives a chance to make a deep and dynamic study. Moreover, this study is important because the case of leadership is more than a technical problem. It can be understood that leadership becomes a key factor for human resource management and plays an important role in each organization either the big or small organization scales, especially in higher education as the study object is leadership. Higher education and education institutions, based on theory of organization, are a form of organization in a big scale. Therefore, human resource becomes an element than cannot be neglected in development of an education institution, namely higher education (Tadjudin, 1995).

Education institution through higher education will develop and change into a better condition if supported by high-quality human resources. The staffs of higher education as a public organization, as parts of elements of human resources are the actors in organization. Therefore, their steps and movements are greatly influenced and determined and depended upon directions from superiors (leaders). The leaders without ability to lead cannot implement rightly all very complex tasks and responsibilities. It is different with manager. Manager capability to implement his/her function well will lead organization into expected objectives and aim. It means that each organization needs an effective leader, namely the leader with an ability to influence the behavior of its members to reach the determined objectives and aim (Alimudin, 2002).

A leader will have recognition and will be recognized if he can influence and lead his subordinates and members towards the objectives and aim of organization. This condition and fact becomes the trending

topic in development of management science studies. This main issue has been discussed in media to describe the leadership topic (Locke, E.A., 1977).

The role of leadership becomes strategic to reach the missions and vision and also the objectives of each organization. It is based on reasons and views that issue of leadership has been developing and has been seriously and repeatedly studied consistent with development and change of time. The leadership quality becomes the most important measure of success and failure of organizations (Menon, 2002). The success or the failure of an organization, either business or social oriented, generally is perceived as the manifestation of success and failure of leader. This condition become the focus of organizational behavior study. Conceptually, in theory of organization, a leader plays an important role to apply and guarding the organizational strategy (Su'ud, 2000).

As logical consequence of strategic role, leader must shows full, comprehensive and real attention to guide, move and lead all the staffs' potentials in organization in order to realize all works and activities into common objectives and aim (Thoha, 2001). Based on this condition, a leader should try to give serious and proper directions to his members of organization to build a common commitment to improve a maximal organizational performance.

The success of an organization is marked by attainment of predetermined objectives and aim. It is shown by the ability to fulfill social responsibility. The success is not separated from leader ability to move all components of organization towards the objectives and aim. Therefore, leader should effective and possesses an ability to influence the behaviors of all members in each organization. At last, a leader who obtains recognition is the one that may move and influence all components to reach common objectives and aims (Marzuki, 2002).

The ability of a leader to move and influence others is really influenced by leadership style. Conceptually, leadership style is the way a leader influence others who organization component. Each leader has different styles with his strengths and weaknesses in controlling the organization. A leader will adopt a leadership style according to his ability and personality (Mazuki, 2002).

Leadership styles and attitudes in a working organization are factors influencing the job satisfaction (Ostroff, 1992). Moreover, they may also influence the organizational commitment level and employee performance (Bass & Avolio, 1997). The three factors, the job satisfaction, organizational commitment or commitment levels really depend on goodness or badness of style and attitude of superiors. Job satisfaction deals with subordinates' expectation to their leader, fellow workers, and their jobs.

The three elements are used to diagnose the organizational development (Mas'ud, 2004). The organizational advancement and success rest on existence of subordinates. The subordinates willingness and intention to work hard, creative, innovative, loyal, discipline and responsible to their jobs may bring the organizational to success. The leader's knowledge to subordinates' behavior is needed to measure the organizational success. It is not easy to understand subordinates' attitudes, since it involves their perception, motivation, environment and other factors.

Some experts consider organizational commitment as a measure of identification power and involvement of subordinates in attaining the objectives, aim and values of an organization. Organizational commitment is obtained from the indicators of "leavers" and "stayers", instead organization job (McNeese-Smith, 1996).

Some studies showed that job satisfaction is related to task environment; meanwhile, organization commitment deals with attainment of organization empowerment (McNeese-Smith, 1996). Subordinate's organizational commitment is intended to promote employee performance. Luthans (2006) defines organizational commitment as an attitude reflecting employee loyalty to organization and sustainable process where organizational members reflect their care to organization, to success and sustainable advancement of organization.

3. RESEARCH METHOD

It was a qualitative research which naturally is intended to observe people and their environment, to interact with them, and try to understand their language and their interpretation of their surrounding world (Nasution, 1988). The qualitative method explores the data more complete, deeper, more credible and more meaningful to achieve present objective. Qualitative method is not new, and problems may be answered more quickly. It is different from quantitative method, where it is used to explore the empirical and data measurable (Sugiyono, 2013). The facts that cannot be sensed by senses are difficult to express. Qualitative method may obtains data more complete and certain and having high credibility.

This present research employed Husserl's phenomenological approach. This approach examines the structure of awareness intentionality, formulate four activities inherent in awareness namely (1) objectivity; (2) identification; (3) correlation and (4) constitution.

Research Instrument

The main instrument is the researchers themselves, but to widen the research focus, a simple research instrument was developed to sharpen and complement the data from observations. Two instruments were established to rank the university achievement and factors influencing the achievement.

Data Source, Data Collection Techniques and Informant

The data were collected purposively. Dealing with data sources, the proposal is still temporary and would develop after the researchers were in field. The data sources were someone with power and authority in social situations or object studied, so they could "open the door" to anywhere the researchers collected the data (Sugiyono, 2013). Based on the criterias , the informants were Malik Fadjar (MF) and Muadjir Effendy (ME).

4. RESEARCH RESULTS

The leadership style adopted in UMM had been happening simultaneously consistent with development of campus. When this campus was still small, it applied a simple, collective-collegial leadership style but it was accompanied with hard work to achieve the ideal. A formal and dynamic style has been adopted to reach higher achievement when it has become the market leader, The followings are some findings for the meaning of leadership style in UMM during the MF and ME leadership.

Leadership Model from Prophet Muhammad SAW

UMM as an Islamic higher education really realizes the ideology orients to a transformative prophetic teaching. Therefore, it can be understood that Rector as the top leader places the teaching and modeling

of Prophet Muhammad SAW as the reference. It is shown from MF and ME who referred to leadership style of AR Fachruddin in applying a leadership style character into STAFF. This leadership style is also consistent with research results of Briliantono, 2011). Moreover, 15 centuries ago, Allah SWT revealed in Al Qur'an Al Ahzab verse 21 that "There has certainly been for you in messenger of Allah an excellent pattern for anyone whose hope is in Allah and Last Day and (who) remembers Allah often."

This leadership style has passed across time and may apply to the early, development and advance periods. Therefore, since UMM establishment, MF adopted the spirit of Prophet namely a simple life style without any arrogance. Moreover, modesty was always applied in supervision which was not too procedural in nature but which was full of trustful and was depend on subordinates' self-control.

ME emphasis on leadership style of being *tawaddu'* (obey) to teacher. He tended to position himself as a student to his seniors and a student to his subordinates. Either a teacher or a student is also required to have STAF characteristics.

Community Leader: Cultural, Collective, and Collegial

Community leadership style was happened when UMM was still traditionally managed. This style is influenced by management of Mass Organization and less professional. But this leadership style has a strength of more cultural so that it is more dynamic and familial in nature. This style is opposed to a structural style that rigid and procedural in nature.

The community leader style also raises characteristics of "collective and collegial." This style is inherently possessed by Muhammadiyah Organization, where the leaders do not clearly represent their individualities but one package of leaders. In a modern management, this leadership type is similar to a presidium leadership structure, but more emphasize togetherness.

A community leadership style was mostly applied during the pioneering period of UMM where the organization was still mixed with that of main organization namely Muhammadiyah Local Leader (PDM). The human resources was still "borrowed" from other campuses or agencies. Therefore, such community leadership style was very effectively applied at that time.

The "*takmir*" lecturer is known in early UMM development. It means that lecturers also served as the leaders and assistants. They could do any functions as long as they are beneficial for institutions and *ummah* (people). This leadership style gives an not professional impression since there is no clear distribution of authority and job description.

Activist Leadership: Organizational Movers

Activist leadership style becomes the area that meets the leadership styles adopted by MF and ME. Both leaders have backgrounds as activists. These backgrounds enable them to move the organization. Activist leadership style is characterized by great dreams built through discussions, and implemented with spirits of full movement.

MF showed this style since he has a capacity as the alumni of United States of America. He gasses great dreams that UMM would be able to be a great campus like the campuses in US by always promoting the

dreams among his subordinators through a forum routinely held as the medium for “mental revolution”. Meanwhile ME made important changes with his journalist style by often going out of box with high level of dynamism. Both leaders applied this style with mentality of hard work, high discipline and full of innovations.

Straight and Dynamic Leadership: Comprehensive, Flexible and Rational

Straight leadership style means a changes starting from standard to more progressive things. It is happened due to influences from standardization determined by either the government or the Muhammadiyah Organization.

This leadership style was applied in 2000s when MF gave the estafet stick of leadership to ME. UMM started reinforcing is internal system and adapted itself to rules from above. However, leadership straightness to procedures was also compensated with dynamism of leadership style. Thinking to obey rules for a leader is a minimalist standard, while the application should merely fulfill the standard.

This condition may be seen in UMM to adapt to government regime or the Muhammadiyah leadership either at central, regional or local level. This leadership is defined by MF as the comprehensive, flexible and rational thinking. Comprehensive means dynamic, and unlimited ideas, multicultural interactions and open-minded attitude. Flexible means dynamic, elastic and adaptive. Rational means measurable and always on right tract.

ME applied the style of football manager to observe the situation of changes and internal dynamics in his institution. At same time, he also adopted a Command style to confirm that his subordinates had done all their tasks. In other time, he also applied a *bulubis kuntul baris* (working together) philosophy.

Philosophy and Application of Leadership Style

The four findings of two leaders above may be grouped into philosophy and application of leadership styles, as shown in Table 1 and Table 2.

Table 1
Philosophy and Application of MF Leadership Style

<i>S.No</i>	<i>Philosophy</i>	<i>Application of Leadership Style</i>
1.	Transformative, prophetic Leadership	<i>sidiq</i> (sincere), <i>tabligh</i> (informing), <i>amanah</i> (can be trusted) and <i>fatonah</i> (smart)
2.	Activist	Organizational mover

Table 2
Philosophy and Application of ME Leadership Style

<i>S.No.</i>	<i>Philosophy</i>	<i>Application of Leadership Style</i>
1.	Teacher	Tawaddu', figure
2.	Kuntul baris	Directing, straightening, supervising

Table 1 shows that prophetic philosophy is characterized by *sidiq* (sincere), *tabligh* (informing), *amanah* (can be trusted) and *fatonah* (smart). While organizational mover philosophy does not believe in standard,

no operating procedures which are standard, innovative and supportive to any changes. Collective collegial philosophy means all jobs are worked together and no one is more important, even any decisions are made together with leadership colleagues. *Kuntul baris* philosophy is how a leader positions himself when he should be in front, in middle and in back.

Management and Application of Leadership Style

ME and MF implement the managerial functions at different patterns and styles, as shown in Table 3 and Table 4.

Table 3
Management of MF Leadership

<i>S.No.</i>	<i>Pattern</i>	<i>Application of Leadership Style</i>
1.	Community	Cultural, collective, and familial
2.	Straight and dynamic Leadership	Flexible, comprehensive and rational

Table 4
Management of ME Leadership

<i>S.No.</i>	<i>Pattern</i>	<i>Application of Leadership Style</i>
1.	Football management	Sociopreneurship, team work
2.	Journalist	Discipline, out of the box, systematic
3.	Military	Kostrad, simplicity

Table 3 shows that community-patterned leadership means that mutual support was emphasized, institution was not well organized, willingness to work without any reward such as *takmir* was encouraged, job division was unclear, accountability was not demanded, solidarity making and trust one another were dependent upon situation. This pattern was adopted since at beginning of MF leadership, condition of campus needed high togetherness to build the whole system by placing the foundation for future development.

MF also adopt a community leadership pattern. He should be straight and dynamics, meaning that he work based on comprehensiveness, attitude and rationality flexibility in developing the organization and environment to build mutual commitment. MF always stated “commitment” to build loyalty, trust, model and image. The application of straight, and dynamic, journalist, football and military leadership styles have similar meaning, but different way. The similarity of three leadership styles are as follows: rational, discipline, continuous, hard work, cooperation and consistent.

Table 4 shows the two leaders are unique. Their leadership style is influenced by their interpretation of individual and environmental characteristics. Their uniqueness may be an important leadership style combination to create a strong organization. The advancement of UMM and its position as a market leader today is more influenced by their leadership styles.

Combination of Leadership Style Philosophy

The combination of philosophy is shown in Figure 1.

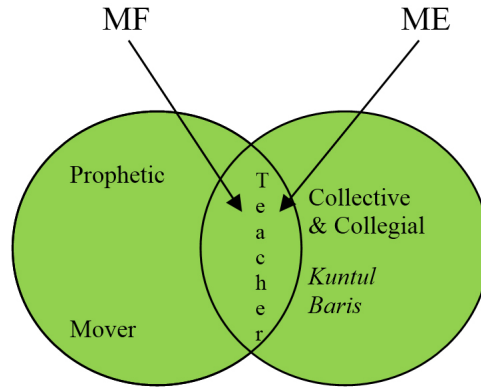


Figure 1: Combination of Leadership Philosophy

Combination of Leadership Style

Managing a higher education should really implement the vision and missions. Therefore, proposition I is “UMM leadership philosophy has Islamic characteristics, collective collegial and *kuntul baris* philosophy and with implementation of Journalist, Military and Football pattern”. It is shown in Figure 2.

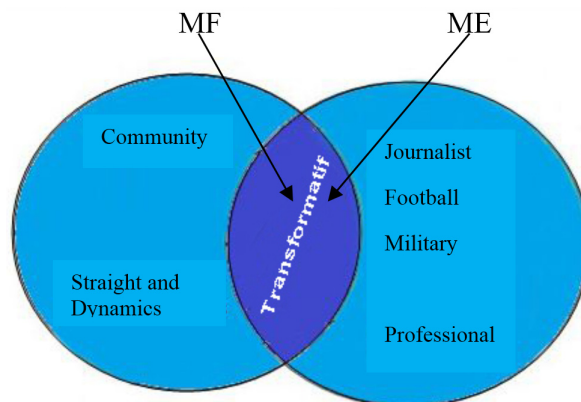


Figure 2: Combination of Managerial Leadership

Based on figures and statements above, the managerial proposition is “UMM managerial leadership has Islamic characteristics, collective collegial and *kuntul baris* philosophy and with implementation of Journalist, Military and Football pattern” can be determined.

The Influence of Individual and Environmental Characteristics on Leadership Style

The two leadership figures show some similarities in their life experiences, the next proposition is “The birth of leadership styles of MF and ME is influenced by their life experiences in their families and schools environment”. Their backgrounds show their parents were teachers. Both graduated from Religion Teacher Education and State Islamic Religion Institute. Their families were religious, and activists, so that they applied a prophetic style, as applied in Muhammadiyah organization.

The figures above show differences in developing their leadership. MF applied a community leadership style because of the era and ME applied professional leadership style due to situation, with following indicators: expertise, social responsibility, corporateness, well equipped and well paid.

5. DISCUSSION

The findings above are informants understanding of leadership styles that unique and different from existing theories. As an organizational object setting studied, UMM may be seen as a public organization where the lecturers and staffs are elements of human resources of organization as the actors working in it. Their steps and moves are influenced and determined by and depended on directions, characteristics and leadership style of superior. Leadership in this case is more than manager. A manager should be able to do his functions well to enable the organization to achieve the objective and aims. Each organization needs an effective leader, a leader who capable to influence the behavior of his subordinates to reach the objectives and aims of organization.

The leadership style understood and presented by leaders in this university is considered as transformative in nature. They are believed to be able to motivate the subordinates to reach optimum work results. The transformational leadership style, as discussed in theoretical review above, is a leadership style that start being considered to be prominent in facing either internal or external changes (Bass, 1985, Avolio, et al, 1988, & Bass, 1996). This leadership style also grows some motivation among subordinates to improve their performance (Bass, 1985; Hughes et al., 2002).

One of success indications of this transformative leadership style in UMM is high participations of subordinates to move the organizational wheel to be a superior university and a market leader. Either MF or ME has shown this achievement and this shows that they are transformative leaders. The transformative leadership may give energy to promote the spirit of togetherness. It can be seen from the meaning they made that subordinates are same important as superiors or leaders, therefore all of them should move together consistent with their tasks. The assumption of “all are important” has motivated to move subordinates effectively. As a result, one’s performance is not only influenced by job satisfaction and morals, but also the employee motivation, as a more important factor for organization success.

The assumption of “all are important” is consistent with Porter & Miles’s (2003) statement that problem of subordinate motivation is influenced three factors namely individual, job and work environment characteristics. Work environment characteristic give opportunities for attainment of “all are important” reward to influence the relation between a subordinate and his leader. A subordinate will perceive the leadership style of his superior so that he will evaluate and realize it in form of work motivation.

The leadership style applied in this campus emphasis on personal characteristics and capability of leaders. It means that leadership style becomes the determinant of organization direction. The leadership style of MF was different from that of ME, although both of them ended in institution advancement. According to Marzuki (2002), a leader will use a leadership style in accordance with his capability or personality. This difference is caused by different leadership style from each leader (Yulk, 1989). The compatibility among leadership styles, organizational norms and organizational cultures is viewed as a key prerequisite to success and achievement of organizational objectives.

Based on Kreitner and Kinicky (2015), the leader may show more than one leadership style. This also happens to either MF or ME. Kreitner stated that there are five leadership styles, namely directive, supportive, participative, achievement-oriented and nurture. MF’s directive style has procedural and absolute characteristics. He is serious to any rules that need firmness such as discipline, morality and hard work. MF did not hesitate to say something in hard words to show the power of his leadership. Meanwhile ME seemed

to show more this leadership style since he has a characteristic of a command style. His order should be done or if it did not work, he would take over the order as a punishment for his subordinates.

Although they were firm and hard, they also showed a supportive style. They showed this leadership style by their hospitality, their flexibility time when one want to meet him and their attention to their subordinates. MF applied this leadership style by his adoption of nurse and activist styles. According to Mamduh (1997), when leaders want to improve the unity and solidity of a group, a supportive leadership style is very important.

This leadership style may also reduce some tension due to directive style. According to Yukl (1989), if tasks are too pressing, boring or dangerous, a supportive leadership style may cause subordinates' increasing efforts and satisfaction because it may improve their self-confidence, reduce tension and minimize the unpleasant aspects.

Participative style is a leadership style which always expects suggestions and ideas before making a decision (House g& Mitchell 1974 cited in Yukl 1989). Either MF and ME use discussion forums and *pengajian* (lecturing on Islamic matters) among leaders and with students or parents to get their participation. This style enables leaders to obtain many ideas as input from subordinates to be executed together.

Vroom & Arthur Jago (1988) cited in Yukl (1989) stated that subordinates' participation influences decisions made by leaders. A situation of low growth and staffs tend to do easy jobs, the participative participative and achievement-oriented are proper attitude for staffs who are involved in jobs and who feel intrinsic satisfaction from (Griffin, 1980).

Achievement-oriented style is a leadership style where leaders determine challenging objectives and expect their subordinates to achievement them maximally and always look for creations to achieve objectives. MF often called it as the ideals or dreams of university. ME always encouraged their subordinates to see the future 100 years, oriented into future with certain achievement. For them, no slow down graphics, so all parties should work hard to achieve achievements. ME said if an achievement could not be obtained by UMM, another better achievement should be obtained. Both leaders agreed that university may not stop to innovate, advancement should be gained. It is called as a behavior promoted by need for achievement of a leader (Yukl, 1989). The proposition of this theory is that achievement will improve the efforts and satisfaction if the work is unstructured (for example, complex or unrepeated) because it will develop self-confidence and expectation to be able to do challenging tasks and objectives. More job satisfaction will be achieved if one has completed a work well. UMM has a characteristic of "not measurable work".

Nurture leadership style should shows minimum intervention from leader. The leader merely monitors the performance but he does not supervise his staffs actively. The interaction between the leader and its staffs is not needed as long as the staffs' performance is increase. The leader does not feel proper to intervenes his staffs' jobs (Griffin, 1980). This style was applied by MF in form of giving full trust to his staffs and he did not need complex reports. Whereas, ME called this leadership style as a *bulubis kuntul baris* leadership style. He merely "sat behind the desk" and gave full roles to his subordinates without much control. In some cases, this type of leadership style was effective in UMM, but it had a weakness namely the subordinates tended to work in their own direction.

These research results show a uniqueness in according to leadership theories. The leadership characteristic should give impacts on enthusiasm, consisting of great spirits, passion and happiness.

The research findings may establish a conceptual framework from the implementation of leadership styles as a strategy to give benefits/values to internal or external stakeholders that may lead to become superior university and a market leader.

6. CONCLUSION

The conclusions of leadership style in UMM are follows. UMM leadership style adopts Muhammadiyah ideology and Prophet Muhammad SAW character namely: *sidiq* (sincere), *tabligh* (informing), *amanah* (can be trusted) and *fatonah* (smart). Here, Muhammadiyah ideology means the faith system, ideals of struggle of Muhammadiyah as the Islamic movement in realizing a real Islamic community as part of *da'wah amar ma'ruf nahi munkar* (inviting to the good and avoiding the evil) (Muhammadiyah Statute, 2005).

To understand and express the benefits received by either internal or external stakeholders, these research results become the inputs for University Leader in future application of leadership styles as a strategy to achieve superior position campus in future.

These research results may become one models of leadership style in higher education under the umbrella of Muhammadiyah Organization in Indonesia. These research results are expected to give a theoretical contribution to development of science dealing with Human Resources Development Management, especially leadership style and to produce an alternative theory on leadership style applied in UMM, even in Universities of Muhammadiyah that have just been established in Indonesia.

The leadership styles as a strategy that may lead UMM from market follower into market leader have following indicators: expertise, social responsibility, corporateness, well equiped and well paid.

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