

THE ROLE OF COLLABORATIVE LEADERSHIP IN IMPROVING THE QUALITY OF HIGHER EDUCATION

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Abstract

An organization's and management's success is greatly dependent on its leadership. The force that guides an organization's members' efforts toward achieving its objectives is known as leadership. For a company to compete successfully, good leadership is said to bind, harmonize, and encourage the potential of organizational resources. Higher education organizations must have collaborative leadership to monitor societal developments constantly. Higher education institutions are required to be able to adapt to various theoretical developments and institutional management concepts that continue to develop which can impact the development of higher education organizations in an even better direction. It is imperative and necessary to have highly competitive higher education institutions. Every university aspires to have a highly competitive university, but this is a difficult goal to realize. Optimizing the leadership role is crucial to reaching this objective. The notion of collaborative leadership, including academic leadership, the connection between quality and leadership in higher education, leadership theory, quality-based leadership, leadership and change in higher education, leadership as a tool to boost competition, and factors that affect collaborative leadership are all covered at the outset of the discussion. Through a literature review, descriptive-analytic techniques were employed in this qualitative research approach.

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INTRODUCTION

Nowadays, people who want freedom are paying attention to what leadership means and how it is implemented in order to uphold the right and freedom to think and set their own goals in a democratic society. Democratic nations accept the challenge of leadership because we have confidence in a person's ability to do things with a deep sense of responsibility. Thus, world problems must be answered with real actions (work), not with speeches.

Higher education is an educational institution that provides learning services for the community to master high-level knowledge (Sitopu et al., 2024; Afni et al., 2024; Antika et al., 2024). Higher education has a function as a producer of change agents who are able to encourage and pioneer change in various aspects of modern society. In line with these changing demands, universities must improve themselves by being quality oriented (Simkin, M. G., 2010; Tubagus et al., 2023; Aslan & Shiong, 2023).

Universities as pioneers of change are visionary universities that are able to be creative and find innovative, quality and responsive leadership strategies to global developments and local challenges and are able to read future trends.

Leadership is believed to be a key driving force for an organization that is able to build a new culture that is in line with change. Yukl (2001) states that leadership within an organization plays a very dominant role in the success of the organization. Leadership must be able to anticipate and follow changes that occur in the organization through its authority in building structures, people, technology and mechanisms that can create a new, more productive culture (Muharrom et al., 2023; Nurhayati et al., 2023; Erwan et al., 2023; Nurdiana et al., 2023).

Leadership is an important aspect in an organization which is a driving factor for the organization through its handling of change and management, so that the existence of a leader is not only an existing symbol, but its existence has a positive impact on the development of the organization (Sarmila et al., 2023). The existence of leaders who carry out leadership functions in facing the changes that occur by establishing the vision and mission of the organization, setting overall goals, empowering subordinates through a participative approach, and based on the leader's professional abilities to increase the competitiveness of the organization (Sulastri et al., 2023).

The goals of education lead to different leadership characteristics, so that bureaucratic power can grow with strict supervision or democratic methods based on intelligence to discover the nature of educational programs (Haddar et al., 2023; Aslan & Pong, 2023).

In this regard, it is our obligation to understand the various alternatives with all the consequences for a particular choice. Decisions can be taken at various levels of

society through various media and agencies. Even though the central government with its vertical hierarchy has a lot of influence, there is no small role that can be played at the regional level with all the activities of the local community and the leadership that exists there.

True leadership is not determined by a person's rank or position. Leadership is something that emerges from within and is the result of a person's decision to want to be a leader, either for themselves, for their family, for their work environment, for their social environment and even for their country. Leadership is a decision and is more the result of a process of character change or internal transformation within a person. Leadership is not a position or title, but rather a process of formation within a person (Wibawa, 2015; Tuhuteru et al., 2023; Astuti et al., 2023).

A leader must have commitment. The commitment that a leader needs to have includes (Purwanto, 2015): 1) Affective commitment is defined as a person's love or other emotional investment in their organization; 2) Continuance commitment refers to an individual's assessment of the risks and expenses associated with leaving their existing organization. This concept has two components: it involves making a personal sacrifice while leaving the organization, and it is characterized by the lack of alternatives available to the individual; and 3) normative commitment, which is a moral component predicated on sentiments of duty and accountability to the company they work for.

Leaders can use their leadership style to persuade others or subordinates to do what they ask to accomplish organizational objectives, even when doing so may differ from their taste. According to (Siagian, 2015), managers exhibit three distinct types of leadership conduct: participative leadership (Turner, J. R., 2005), task-oriented behavior, and relationship-oriented behavior.

Leadership is a consistent pattern of behavior that a leader implements through other people, namely the pattern of behavior that a leader shows when influencing other people as perceived by other people. Then leadership also has an important role because a leader is a figure who has a management function who can influence employees at work so that they can achieve organizational goals. Among the many leadership theories, as stated by (Blanchard, 1999) there is no leadership that is suitable for all conditions in an organization, but leadership will be very effective if it can accommodate its environment.

One form of leadership that accommodates this environment is collaborative leadership. Collaborative leadership was formed on the initiative of the Carnegie Commission on Preventing Deadly Conflict. This commission body believes that the strategies used in leadership and the decision-making process are very important in every condition to face every problem.

RESEARCH METHOD

The study in this research is qualitative with literature. The literature study research method is a research approach that involves the analysis and synthesis of information from various literature sources that are relevant to a particular research topic. Documents taken from literature research are journals, books and references related to the discussion you want to research (Earley, M.A. 2014; Caruth, G.D. 2013).

RESULT AND DISCUSSION

Collaborative Leadership Concept

The technique of using communication to influence or set an example for followers to accomplish organizational objectives is known as leadership. The practice of directing, guiding, and influencing others' thoughts, feelings, actions, and behavior to drive them toward specific goals is known as leadership. Leadership plays a crucial role in efforts to accomplish preset goals one could even argue that it is extremely decisive (Rivai, 2018)

Organizational management heavily relies on leadership. Humans have some limitations, which means that they require leadership. Herein lies the requirement for both leading and following. Individual traits, routines, methods of persuasion, relationships, status within the company, and views of acceptable influence are all considered components of leadership. According to Mahmudi (2018), leadership is the capacity to motivate others to pursue objectives zealously.

According to Yukl (2011), leadership is the ability to persuade others of the requirements that must be met, the best ways to do so, and the process of assisting individuals and groups in their pursuit of shared objectives.

Collaborative leadership is the management skill of leaders who always work together with constructive designs to collaborate by involving stakeholders and facilitating and maintaining existing interactions. Collaborative leadership makes decisions together rather than unilaterally, collaborative leaders do their work in coalitions, partnerships, alliances (Siagian, 2015)

According to Hill in (Suwatno, 2015) collaborative or team leadership of a group is not just a group but the interdependence of members on one another in coordinating their activities in achieving predetermined goals. So a group is not described as just an association of members but as interdependent on one another to reach a common agreement in realizing a goal (Tikno, 2010)

Managing individuals across organizational and functional boundaries is known as collaborative leadership. Managers in collaborative work environments collaborate with staff members and other teams and departments to achieve common objectives rather than just supervising projects and ensuring deadlines are fulfilled.

In contrast to a conventional hierarchical organizational structure, where the highest levels of the company frequently withhold knowledge, collaborative

leadership fosters a more transparent culture. Every person is aware of what is going on in other departments, is aware of the organization's common goal, and can relate their job to it. Leaders in this organization are responsible for fostering cooperative ties among departments.

Collaboration in a team led by someone who is willing to collaborate with his subordinates will form effective cooperation, from effective cooperation the results of making a decision in a leadership model with team collaboration will result in greater productivity, more effective use of resources, decision-making. decisions and problem solving are easier and better, the quality of the services and products produced will improve, and innovation and creativity will be greater because of collaborative leadership efforts in collaboration with their subordinates (Parker, 2019).

A leader's role in a team is very important to deliver and observe the team in achieving success, effective leadership processes and leadership behavior are very important factors in determining the success of the team in the organization. The task of a leader in a team is to increase the effectiveness of a team's performance. This leadership requires communication skills to collaborate and monitor the effectiveness of the team as well as handle problems that occur within the team. This leadership model in a team places leadership that places leadership as a factor in the effectiveness of a team that must run well. This leadership position tries to analyze problems within the team and fix the problems that occur appropriately (Suwatno, 2015).

Collaborative leadership in higher education includes:

1. Academic Leadership

In the world of education, the role of leadership is very important. Educational leadership is a process of activities carried out by lecturers to manage the curriculum, allocate time, organize students, supervise the teaching and learning process, provide a conducive learning climate, monitor student progress/evaluation, provide reflection, and carry out follow-up actions to achieve stated goals. has been established (Enoh, 2006).

At the organizational level, lecturers greatly determine success in realizing the vision and mission of higher education. This is because lecturers are the technical operational implementers of higher education institutions who carry out the task of teaching students, of course assisted by academic administration staff and general administration staff. Improving the quality of lecturers, the quality of academic services and the quality of administrative services is a necessity that cannot be avoided, in serving the community/customers, both internal and external customers.

Bachtiar (2013, in Purwanto, 2015) stated that there are many factors determining the competitiveness of higher education, but the most determining is

competent and responsible leadership, both at the university level and at the faculty and study program level.

Some reasons why higher education leadership is important are:

- a. Leaders whose role is to promote institutional competence in society,
- b. Leader who designs the recruitment system for academic staff and new students,
- c. Leaders who provide motivation and authority to the head of the study program to develop their study program Leaders who improve the academic atmosphere and working conditions,
- d. Leaders who unite diverse interests and interests in the teaching and learning process.

2. Relationship between Leadership and Higher Education Quality

Effective leadership strategies in higher education can help improve higher education performance and achieve organizational goals. A leader in higher education must have a clear vision of the goals and direction of the organization (Giawa, 2019). This vision must be determined jointly with the college's staff and faculty, so that all members of the organization have the same understanding of the college's goals. Effective leadership in higher education must promote cooperation and collaboration between faculty and staff (Fauziah, 2022). This can create a positive work environment and ensure that all members of the organization work together to achieve the college's goals.

Determining a clear vision and mission by leaders is very important in improving the quality of education in higher education. A clear vision and mission provides clear direction and goals for higher education, making it easier to make decisions, allocate resources, and develop programs that are relevant to the needs of society and industry. Research results show that effective leadership in higher education must have a clear vision and mission to motivate staff and students, as well as directing higher education to achieve long-term strategic goals (Bhaduri, 2019).

The vision and mission must be prepared in a participatory manner involving all stakeholders in higher education, including staff, students, alumni and other related parties. Apart from that, the vision and mission must also be in accordance with the conditions and challenges faced by the university. The vision and mission created by universities must include goals that are relevant to the needs of society and industry, as well as accommodate changes that occur in the global environment (Fumasoli et al., 2020).

Leadership quality plays a key role to shape strategy. Leadership quality functions as a link that connects the heart of an institution with its body (Cortellazzo et al., 2019). Promises kept by leaders are responsible for driving an

institution to success, and this success arises from effective decision making for strategy formulation and implementation. If strategies are not implemented perfectly, great strategies become meaningless. The leader provides direction about what performance is and how to achieve it. In general, the leader has the responsibility to offer a vision, and he uses strategy to reflect, plan, and monitor the efforts to be implemented. In addition, leaders try to adapt their organizations to suit their needs.

Basically, there are nine important roles of leaders in higher education (Fernandez & Shaw, 2020). First of all, leaders try to identify key problem situations as quickly as possible and work as direction finders. Second, the leader works as a strategist, where it is the leader's job to analyze the situation and formulate strategies that suit the goals. Third, the leader is an entrepreneur, fourth the leader plays a role as a driving force in the organization. Leaders develop and provide resources for appropriate strategy implementation. In the fifth stage the leader works as a promoter and finds out or develops the key teams needed for the implementation of the change. The leader then serves the organization and develops everyone's long-term commitment to the goal. In the seventh stage the leader assumes the role of a global thinker and ensures the organization's alignment with international and national perspectives. Then the leader carries out his duties as a driver in the change process. This creates an appropriate environment for change. And finally the leader works as a maintainer of the organization. Leaders work as resource investigators and disruption handlers. All organizational performance depends on leadership (Fuertes et al., 2020). Leadership is critical to formulating and implementing strategy. A formulated strategy is meaningless if it cannot be implemented efficiently.

Supporting and Inhibiting Factors of Collaborative Leadership

1. Supporting Factors

Supporting factors that influence collaborative leadership are:

a. Resource

Human resources in this collaboration are very necessary because each actor involved in this program already has their own duties in carrying out their duties and authorities. So the human resources of each party involved in carrying out the program carry out collaborative leadership (Agnētis, A., et al, 2011).

b. Authority

Authority or authority is a factor that supports collaboration. With the authority or authority given to each stakeholder, other stakeholders can carry out their duties according to their respective roles, whether through a procedure or by providing freedom to innovate.

2. Obstacle Factor

Inhibiting factors that influence collaborative leadership are:

a. Lack of Commitment

Commitment is an important factor in collaboration. Without commitment from each stakeholder, the collaboration will not work and achieve the collaboration goals. Collaboration in the leadership of this university, the commitment of each stakeholder is still lacking so that collaboration cannot run well and is not even in accordance with the quality of the university.

b. Lack of Coordination

Coordination is a management function that cannot be separated from other management functions because the coordination function is a function that connects other management functions. Many literatures say that the coordination function is the most important management function. By optimizing the coordination function, the organization will improve and avoid risks that threaten the organization.

Each level of position in the units of an organization can have a different position structure depending on the needs of each task. However, the problem is that when structures have to be interconnected, coordination is needed to equalize perception.

CONCLUSION

The role of leadership in a higher education institution greatly determines the progress of a higher education institution. Leadership in higher education must have adequate managerial knowledge and leadership knowledge. There are requirements that must be possessed by someone who holds a leadership position at a university, namely being able to apply quality leadership and visionary leadership. Leadership in a higher education institution can contribute to increasing the competitiveness of that higher education institution.

A leader in higher education must have a clear vision of the goals and direction of the organization. The role of collaborative leadership in higher education can help improve higher education performance and achieve organizational goals. Collaborative leadership in higher education must have a clear vision and mission to motivate staff and students, as well as direct higher education to achieve long-term strategic goals. Leadership means taking responsibility. Responsible leaders ensure the effectiveness of processes related to management. The leader offers the basis for a strategic thinking plan and with the offer of vision, it guides the organization into the formation of appropriate strategies. When the leader tries to formulate a strategy process, the leader tries to align the organization with the required matrix variations.

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