

Improving Educational Quality: The Leadership Role of Private Islamic College Leaders

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Abstract

The present study examines the leadership responsibilities undertaken by leaders inside private Islamic universities. The present study was directed by a singular research issue, specifically focusing on the leadership role of leaders inside private Islamic religious universities in their efforts to enhance the quality of education. The present investigation is characterised as a qualitative study employing a case study design. The study was conducted at the Nahdlatul Wathan Islamic College (STAI NW) in Samawa, Sumbawa Besar Regency, located in the province of West Nusa Tenggara. Data gathering strategies encompass several methods such as interviews, observation, and documenting. In the interim, the process of data analysis was conducted utilising a series of established techniques, namely data reduction, data display, data condensation, and conclusion drawing/verification. This study demonstrates that in order to enhance the educational standards, the chairman of STAI NW Samawa undertakes various primary responsibilities, including: 1) managerial duties; 2) Developing academic quality and sustainability; 3) Fostering campus entrepreneurship; 4) providing motivation; and 5) optimising the allocation of responsibilities among lecturers and staff members. The findings of this research have the potential to enhance the significance of leadership within the framework of private Islamic religious universities.

Keywords: Improving, Educational, Quality, Leadership, Role.

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INTRODUCTION

Leadership assumes a significant part in the realm of education due to various compelling reasons. Firstly, it is important to note that successful leadership has the capacity to inspire and motivate instructors and staff members, hence fostering a healthy and productive work atmosphere [¹]. Secondly, the presence of effective leadership plays a crucial role in facilitating and promoting organisational change and fostering

innovation within the field of education. The study conducted by Tohet and Hidayat emphasises the critical importance of effective leadership in the management of educational institutions [²], particularly in relation to enhancing quality and fostering competitiveness [³]. Consequently, leadership has a crucial role in enhancing the quality of education [⁴].

There is a scarcity of research on the leadership responsibilities assumed by heads of private universities.

¹ S. Mann, 'Leadership and Self-Deception: Getting out of the Box', *Leadership & Organization Development Journal* 31, no. 7 (1 January 2010): 666–67, <https://doi.org/10.1108/01437731011079709>.

² Ulyan Nasri, M Gufran, and Editor, *Mozaik Studi Islam Multidisipliner* (Lombok: CV. Haramain Lombok, 2024), 43.

³ Moch. Tohet and Taufik Hidayat, 'Kepemimpinan Transformasional Peningkatan Mutu Pendidikan Dalam

Perspektif Interaksionalisme Simbolik', *Jiip - Jurnal Ilmiah Ilmu Pendidikan* 6, no. 2 (2023): 1184, <https://doi.org/10.54371/jiip.v6i2.1571>.

⁴ Lalu Fauzi Haryadi, Ulyan Nasri, and Muzakkir Walad, *Manajemen Pondok Pesantren: Teori Manajemen Lembaga Pendidikan Islam Di Perguruan Tinggi* (Lombok: CV. Haramain Lombok, 2021), 77.

The significance of leadership within private colleges is of utmost importance when it comes to effectively navigating the dynamic and evolving terrain of higher education [5]. The primary responsibility of the Chair entails the maintenance of elevated academic standards within the institution. This includes the development and implementation of academic programmes, as well as the cultivation of a robust financial foundation for the university [6]. Additionally, the Chair is tasked with upholding accountability measures [7]. They play a significant role in shaping the trajectory of the department by offering chances for employees to engage and contribute to crucial decision-making processes [8]. The primary responsibility of the Chair is to foster the growth and advancement of department members in both their professional and personal capacities [9].

Nevertheless, the position of college the leader is not devoid of challenges. Academic professionals encounter many challenges and pressures within their respective jobs, encompassing the perception of their responsibilities [10], contextualization of their educational pursuits, and their interactions with faculty members, staff, and students [11]. The provision of leadership training plays a crucial role in equipping chairs with the requisite knowledge and skills necessary for effectively fulfilling their responsibilities within the college context [12]. A research undertaken to examine the significance of the chair position inside a private business university revealed the necessity for a thorough investigation into the responsibilities [13], anticipated outcomes [14], and requisite skills of the department chair [15]. In general, the chairman's leadership position in a private university encompasses various dimensions [16]. Chairs play a crucial role in enhancing the quality of education in higher education by effectively addressing and resolving difficulties and tensions [17].

In the present study, the authors recognise the significance of investigating the role of private university presidents in enhancing educational quality. There exist multiple compelling justifications for conducting this investigation, specifically: The primary responsibility of the head of higher education is to effectively manage and provide strategic direction to educational institutions. Effective leadership has the potential to exert a significant impact on various facets of college operations, encompassing the development of curriculum, the recruitment and retention of highly competent teaching personnel, and the efficient allocation and utilisation of resources. Furthermore, the calibre of leadership demonstrated by a college head can directly shape the standard of education imparted by the institution.

This study is guided by a problem formulation, specifically focusing on the leadership role of leaders in private Islamic religious universities and its impact on enhancing the quality of education. The findings of this research have the potential to enhance the significance of leadership within the framework of private Islamic religious universities. Furthermore, the findings of this study can serve as a valuable resource for administrators of private Islamic religious universities seeking to enhance the educational standards inside their respective schools.

METHOD

The present investigation employs a qualitative approach, utilising a case study design. The study was conducted at the Nahdlatul Wathan Islamic College (STAI NW) in Samawa, Sumbawa Besar Regency, located in the province of West Nusa Tenggara. There are several justifications for choosing this particular location. Firstly, the university is a privately-owned

⁵ Lisa D. Weaver *et al.*, 'The Changing Role of the Department Chair in the Shifting Landscape of Higher Education', *International Journal of Higher Education* 8, no. 4 (2019): 175–88, <https://doi.org/10.5430/ijhe.v8n4p175>.

⁶ Ulyan Nasri, *Philosophy Is Mother of Science: Pengantar Filsafat* (Lombok: CV. Haramain Lombok, 2019), 99.

⁷ Alex Ronald Mwangi, 'Middle-Level Academics as Institutional Managers: A Study on Leadership and Organisational Change at a Ugandan University', *Journal of Higher Education in Africa* 18, no. 2 (2022): 29, <https://doi.org/10.57054/jhea.v18i2.1877>.

⁸ Matin Qazi, 'The Transition Experience of Faculty Members into Academic Leadership' (University of Missouri-Columbia, 2020).

⁹ Sharon Kruse, "'I Am the Chair": Women and Department Leadership in the Academy', *Frontiers in Education* 7, no. February (2022): 1–10, <https://doi.org/10.3389/feduc.2022.814581>.

¹⁰ Ulyan Nasri *et al.*, *Perempuan & Pendidikan Islam Di Indonesia* (Lombok: CV. Haramain Lombok, 2024), 23.

¹¹ Kruse, "'I Am the Chair": Women and Department Leadership in the Academy', 1.

¹² Weaver *et al.*, 'The Changing Role of the Department Chair in the Shifting Landscape of Higher Education'.

¹³ Lalu Gede Muhammad Zainuddin Astani *et al.*, 'Siti Raihanun Zainuddin Abdul Madjid, Female Scholar of The 21st Century: Pioneer in Gender Transformation and Islamic Education In Lombok-West Nusa Tenggara', *Edukasia Islamika: Jurnal Pendidikan Islam* 9, no. 1 (2024): 1–19, <https://doi.org/10.28918/jei.v8i2>.

¹⁴ Ulyan Nasri, *Philosophy of Education* (Lombok: CV. Haramain Lombok, 2023), 53.

¹⁵ Iris Berdrow, 'King among Kings: Understanding the Role and Responsibilities of the Department Chair in Higher Education', *Educational Management Administration & Leadership* 4, no. 38 (2010): 499–514.

¹⁶ Ulyan Nasri, *Bersahabat Dengan Ilmu: Sebuah Pengantar Filsafat Ilmu* (Lombok: CV. Haramain Lombok, 2017), 33.

¹⁷ Ulyan Nasri, *Menjemput Ilmu: Sebuah Pengantar Filsafat Ilmu* (Yogyakarta: Semesta Ilmu, 2016), 27.

institution that operates under the guidance of a foundation. Consequently, the campus is an integral component of the criteria being considered in this study. Secondly, the university currently holds a low institutional accreditation rating of C. As a result, it is imperative to conduct an assessment of leadership roles in order to enhance the overall quality of education. Lastly, the leadership of STAI NW Samawa has the potential to elevate its status from “Not Fulfilling the Requirements” to meeting the necessary criteria for functioning as an Islamic higher education institution.

Data gathering approaches commonly employed in research include interviews, observation, and documentation. The authors conducted interviews with key informants, including the university's director, deputy head, quality assurance institute's head, and students. The data analysis was conducted utilising the methodologies prescribed by Matthew B. Miles, A. Michael Huberman, and Johnny Saldaña. The analytical process encompasses several key steps, namely data reduction, data display, data condensation, and conclusion drawing/verification [18].

RESULT AND DISCUSSION

The Role of Leaders in Private Islamic Religious Colleges in Improving the Quality of Education

The findings of the data analysis indicate that the leadership role of the STAI NW Samawa leadership in enhancing the quality of higher education can be categorised into the following dimensions: 1) managerial role, 2) Developing academic quality and sustainability, 3) fostering campus entrepreneurship, 4) motivating, and 5) optimising the allocation of duties among lecturers and staff.

Managerial Duties

According to the Chairman of STAI NW Samawa, his primary responsibility entails assuming the managerial function. According to the individual's perspective, higher education leadership refers to a form of leadership that possesses the authority to exercise autonomy and govern its own affairs without external interference. However, it is important to note that this right is not absolute, but rather entails a sense of accountability and responsible decision-making.

Moreover, the Chair of the STAI NW Samawa institution indicated that, in terms of management, their duty as a leader encompasses the responsibility of overseeing the institution's operations, which includes

formulating and implementing policies and strategies pertaining to administration, finance, and human resources. The Chair assumes the responsibility of overseeing and maintaining the efficient and effective functioning of campus operations. The involvement of the chairman extends to decision-making processes for the development of campus infrastructure and facilities. The primary responsibility of the chairman is to serve as a leader who concentrates on managerial functions that contribute to the advancement and prosperity of the Institution [19].

One of the primary responsibilities of a leader is to fulfil the position of a manager. Higher education leaders are responsible for fulfilling two primary functions: the managerial function and the leadership function. The primary responsibility of the managerial position is to proficiently and proficiently oversee the operations of higher education institutions in alignment with predetermined strategies. Conversely, the leadership position emphasises the capacity to offer guidance and steer the university in alignment with the set vision and goal.²⁰ Higher education leaders, in their managerial roles, bear the obligation of successfully and efficiently managing various resources within the higher education sector, including budgetary allocations, physical infrastructure, and employees. In order to effectively manage college operations, individuals are required to engage in the processes of planning, organizing, and supervising various facets of the institution.

A managerial role is considered a key attribute of an exemplary leader within the realm of higher education. Freeman and Stewart posit that possessing robust managerial leadership skills is deemed advantageous for individuals assuming leadership roles in the realm of higher education. Such abilities empower leaders to effectively guide diverse components within the institution, ensuring a systematic alignment with the institution's vision, mission, and objectives [21].

The significance of managerial leadership in the field of education is paramount for improving the overall quality of educational outcomes. Scholarly evidence indicates that executives within educational institutions hold a significant position as both leaders and managers, exerting a crucial influence on the enhancement of educational quality [22]. They are responsible for implementing effective management practises and strategies to guarantee the smooth operation of the school

¹⁸ Matthew B. Miles, A. Michael Huberman, and Johnny Saldaña, *Qualitative Data Analysis: A Methods Sourcebook* (Thousand Oaks, California: Sage, 2014), 18–25.

¹⁹ Ma'inuddin, Chairman of STAI NW Samawa, *Interview*, 9 May 2023.

²⁰ Mislan Sihite and Arifin Saleh, 'Peran Kepemimpinan Dalam Meningkatkan Daya Saing Perguruan Tinggi:

Tinjauan Konseptual', *Jurnal Ilmu Manajemen METHONOMIX* 2, no. 1 (2019): 37.

²¹ Sihite and Saleh, 38.

²² Emilia Kurniawati, Yasir Arafat, and Yenny Puspita, 'Peran Kepemimpinan Kepala Sekolah Dalam Meningkatkan Mutu Pendidikan Melalui Manajemen Berbasis Sekolah', *Journal of Education Research* 1, no. 2 (2020): 134, <https://doi.org/10.37985/joe.v1i2.12>.

and the achievement of academic objectives [23]. The managerial proficiency of a leader is of utmost importance in attaining organizational objectives, hence significantly enhancing managerial effectiveness [24]. Consequently, the significance of the managerial position in the realm of education cannot be overstated, as it plays a pivotal role in enhancing the overall quality of education. College presidents, in their capacity as leaders and managers, assume a crucial role in the implementation of efficient management practises and initiatives aimed at enhancing the overall quality of education.

Developing Academic Quality and Sustainability

The chairman of STAI NW Samawa elucidated that the intended academic job pertained to a position that guarantees the advancement of academic excellence and continuity. As to his statement, in his capacity as the leader of STAI NW Samawa, his academic responsibilities mostly revolve around enhancing the educational standards of the institution. In the capacity of an academic leader, the chairman assumes the responsibility of overseeing and safeguarding the calibre and enduring nature of the academic initiatives of STAI NW Samawa [25].

The chair bears the responsibility of ensuring that the adopted curriculum aligns with the educational standards established by the educational authority. The chairman consistently endeavours to guarantee the smooth operation of education at STAI NW Samawa, adhering to set standards, in the execution of their academic responsibilities. He has a strong dedication to furthering the progress of this institution and actively seeks to make a significant impact on the advancement of education within this particular region [26]. In addition to this, in order to foster the enhancement of academic excellence, the administration of STAI NW Samawa proactively establishes communities of discourse among faculty members [27].

The authors perceive this role as an exemplary role. The objective and direction of higher education in Indonesia, as outlined in Chapter II article 2 of the

Decree of the Minister of Education no. 232/U/2000, encompass the advancement and augmentation of knowledge, technology, art, as well as the dissemination and practical application thereof, with the aim of enhancing the standard of living and national cultural heritage [28]. Hence, it is imperative for higher education leaders to effectively fulfil their role as “developers”. Leaders, in their capacity as policy makers and authorities, play a significant role in efforts to enhance the quality of education [29].

In the role of an academic developer, the leaders are primarily dedicated to enhancing the quality of curricular content, instructional approaches, and the creation of rigorous and pertinent academic initiatives. Leaders collaborate closely with academics and lecturers to ensure the currency and relevance of learning materials in accordance with the demands of business or community. Leaders also encourage the adoption of novel educational technology, such as online-based learning or the utilization of digital tools, with the aim of enhancing the efficacy and caliber of the learning experience.

Fostering Campus Entrepreneurship

Another responsibility of the STAI NW Samawa Leadership is the cultivation of campus entrepreneurship, which entails the involvement of both supervisors and students who are members of UKM. The individual in charge of STAI NW Samawa provided an account of their involvement in fostering campus entrepreneurship at the institution in their capacity as a leader. The Chair is dedicated to fostering and promoting the advancement of entrepreneurship among students and staff members. Additionally, we are in the process of establishing a programme dedicated to the study of Islamic economics [30].

The leadership of STAI NW Samawa has undertaken various measures to foster campus entrepreneurship. These initiatives include the establishment of an atmosphere that promotes entrepreneurial activities and the cultivation of an entrepreneurial mindset among students, with a

²³ Rupnidah Rupnidah and Delfi Eliza, ‘Analisis Kemampuan Manajerial Kepala Sekolah Taman Kanak-Kanak’, *Jurnal Basicedu* 6, no. 3 (2022): 4654, <https://doi.org/10.31004/basicedu.v6i3.2826>.

²⁴ Assyifa Putri, Roebiani Soemantri, and Syaiful Rahman Soenaria, ‘Pengaruh Penganggaran Partisipatif Dan Gaya Kepemimpinan Terhadap Kinerja Manajerial’, *Jurnal Cakrawala Pendas* 8, no. 3 (2022): 911, <https://doi.org/10.31949/jcp.v8i3.2754>.

²⁵ Ma’inuddin, Chairman of STAI NW Samawa, *Interview*, 9 May 2023.

²⁶ Ma’inuddin, Chairman of STAI NW Samawa, *Interview*, 9 May 2023.

²⁷ Ma’inuddin, Chairman of STAI NW Samawa, *Interview*, 9 May 2023.

²⁸ Ulil Multazam, ‘Kepemimpinan Dan Budaya Di Perguruan Tinggi’, *Ta’dibi: Jurnal Manajemen Pendidikan Islam* VII, no. 232 (2019): 128–29. Lihat juga Yusran Razak, Syah Darwyan, and Hsb Aziz Abd, ‘Kepemimpinan, Kinerja Dosen Dalam Peningkatan Mutu Pendidikan Perguruan Tinggi’, *TANZIM Jurnal Penelitian Manajemen Pendidikan* 1, no. 2 (2016): 30–44.

²⁹ Razak, Darwyan, and Hsb Aziz Abd, ‘Kepemimpinan, Kinerja Dosen Dalam Peningkatan Mutu Pendidikan Perguruan Tinggi’.

³⁰ Ma’inuddin, Chairman of STAI NW Samawa, *Interview*, 9 May 2023.

particular focus on those pursuing a degree in Islamic economics [31]. In addition to the aforementioned, the leadership of STAI NW Samawa has implemented a specific measure by appointing administrators for UKM who possess active involvement in the realm of entrepreneurship. Nevertheless, the leadership of STAI NW Samawa encountered several challenges, notably the insufficient financial resources to construct a dedicated business facility. Consequently, the students' entrepreneurial items were marketed online and stored at the supervisor's residence [32].

According to the leadership of STAI NW Samawa, the students of STAI NW Samawa have exhibited a high level of enthusiasm for the initiatives undertaken by the Student Activity Unit in the realm of entrepreneurship [33]. Muhammad Nur Ilham, a student, has verified that the administration of STAI NW Samawa has established and designated the UKM Entrepreneurship management. This evidence indicates that the leadership of STAI demonstrates a robust dedication to fostering student entrepreneurship [34]. According to Mudallena and Ayu Sukmayanti, two students, they believe that students exhibit a high level of enthusiasm for the Student Entrepreneurship Activity Unit, as it serves as a platform for fostering their entrepreneurial talents [35]. This position aligns with the educational and instructional objectives of STAI NW Samawa, which primarily involve the provision of education and teaching. The focus of our academic endeavours lies in the domains of Islamic Economics and Islamic Education, encompassing research, service, and development [36].

Providing Motivation

When asked about the function of STAI NW Samawa Leadership, the head of the Quality Assurance Centre at STAI NW Samawa appeared fluent during the interview. According to him, the STAI leadership frequently provided lecturers and employees with encouragement or inspiration [37]. Moreover, according to the director of STAI NW Samawa Quality Assurance, the head of STAI NW Samawa frequently encourages participation in training by explaining the benefits of training and providing funding for participation in training [38]. As per the head of the Centre for Research

and Community Service, the chairman of STAI NW Samawa is regarded as a highly influential and motivational individual [39]. Mudallena, a student, also recounted her experience engaging with the leadership of STAI NW Samawa. According to Mudallena, the STAI leadership consistently offered students with inspiring academic guidance during their meetings [40]. In a forum, Muhammad Nur Ilham, a student, recounted his experience of engaging with the leadership of STAI NW Samawa. The director of STAI consistently emphasises the importance of fostering students' ability to effectively compete with their counterparts from other educational institutions [41].

Moreover, Muhammad Nur Ilham, a student, provided insights into his interactions with the leaders of STAI NW Samawa. He said that the leader's communication style is characterised by a polite and effective approach in motivating students. The leader employs a gentle manner of speech in order to inspire and motivate students. When delivering encouragement or guidance to students, he employs amicable language and demonstrates meticulousness in providing support. The individual effectively communicates motivation through a gentle vocal modulation and use uplifting language without exerting undue pressure or coercion. Leaders consistently demonstrate empathy and comprehension in relation to the difficulties and obstacles encountered by pupils. The utilisation of a soft-spoken approach fosters a conducive environment that engenders a sense of support, so facilitating pupils' willingness to openly express themselves and receive encouragement [42]. According to Sukmayanti, a student, it has been seen that the STAI leadership frequently offers incentive to students during assembly gatherings. However, Sukmayanti also noted that the STAI leadership occasionally expresses frustration when confronted with excessive requests or criticisms from students [43].

The provision of motivation by leaders plays a crucial role in enhancing the overall quality of higher education. According to Kurniawan's research, there exists a positive correlation between motivation levels and suitable leadership with the enhancement of employee performance. When individuals have a sense of motivation and possess an intrinsic desire to attain the

³¹ Ma'inuddin, Chairman of STAI NW Samawa, *Interview*, 9 May 2023.

³² Ma'inuddin, Chairman of STAI NW Samawa, *Interview*, 9 May 2023.

³³ Ma'inuddin, Chairman of STAI NW Samawa, *Interview*, 9 May 2023.

³⁴ Muhammad Nur Ilham, Student of STAI NW Samawa, *Interview*, 5 May 2023.

³⁵ Mudallena, Student of STAI NW Samawa, *Interview*, 3 May 2023. Ayu Sukmayanti, Student of STAI NW Samawa, *Interview*, 3 May 2023.

³⁶ STAI NW Samawa Vision and Mission Documentation Study, 2023.

³⁷ Siti Nurhidayati the head of the Quality Assurance Centre at STAI NW Samawa, *Interview*, April 27, 2023

³⁸ Siti Nurhidayati, Ketua P2M, *Interview* 27 April 2023.

³⁹ Ulva Hidayatur Rosida, Quality Assurance, the head of STAI NW Samawa, *Interview*, 29 April 2023.

⁴⁰ Mudallena, Student of STAI NW Samawa, *Interview*, 3 May 2023.

⁴¹ Muhammad Nur Ilham, Student of STAI NW Samawa, *Interview*, 5 May 2023.

⁴² Muhammad Nur Ilham, Student of STAI NW Samawa, *Interview*, 5 May 2023.

⁴³ Sukmayanti, Student of STAI NW Samawa, *Interview*, 5 May 2023.

objectives of the organisation, they are inclined to exhibit enhanced effectiveness and dedication in their work [44]. Furthermore, leadership that is conducive, characterised by supportiveness, clear direction, and good communication, has the potential to foster a work atmosphere that is both positive and productive. At such circumstances, it is observed that employees tend to have heightened motivation and exhibit enhanced performance, hence potentially contributing to the enhancement of educational quality at higher education institutions.

Within the scope of this study, the authors observe that the leadership of STAI NW Samawa assumes the function of a motivator in fostering the advancement of higher education quality. The Leader effectively utilizes both verbal and non-verbal communication as a means of motivation. The purpose of this initiative is to encourage professors, staff, and students to optimize their responsibilities and roles. In addition to this, leaders in their role as motivators must also engage in the process of leadership development in order to effectively motivate their subordinates.

An essential element of a leader's responsibility as a motivator is in their capacity to offer assistance and inspiration to their team members. Numerous studies have indicated that leaders who exhibit supportive conduct and engage in sympathetic communication possess the ability to effectively encourage employees and enhance their performance [45].

Motivation plays a crucial role within educational institutions, as it is imperative for all individuals, including staff members and employees, to get motivational support from both internal and external sources, such as personal drive and the influence of others. When individuals experience feelings of encouragement or inspiration, there is a tendency for their performance to improve. This improvement might then expedite the execution of their duties and obligations in order to achieve the established goals [46]. The present study revealed a noteworthy positive correlation between this particular leadership style and employee performance [47]. Hence, the significance of leaders as motivators in educational institutions is paramount.

Optimising the Allocation of Duties among Lecturers and Staff

The chairman of STAI NW Samawa serves as a facilitator who efficiently allocates academic tasks. The interview extract provides insight into the measures taken and planned by the organization to enhance the calibre of its workforce. One such approach is implementing institutional divisions of responsibilities between lecturers and employees, so enabling each individual to assume accountability for their particular domains. The implementation of a well-defined allocation of responsibilities is anticipated to enhance the overall efficiency and effectiveness of task execution within this institution [48].

Susanti, the Deputy Chair 1 of STAI NW Samawa, enhanced the prominence of the STAI NW Samawa Leadership by expressing the following viewpoint: "I perceive that the Chairman is endeavouring to allocate academic and non-academic responsibilities among the faculty members and staff based on the units they oversee." The utilization of this strategy proves to be quite advantageous in enhancing performance and efficiency within this institution. The Chairman demonstrates astute comprehension of the distinct responsibilities within the academic domain that necessitate the involvement of lecturers, encompassing instructional delivery, curriculum development, and student guidance. In addition to academic responsibilities, it is crucial to acknowledge the significance of non-academic jobs involved in the efficient functioning of campus operations, including administration, finance, and facilities management [49].

The distribution of roles and tasks at STIT Darussalimin NW Praya and STAI NW Samawa has been executed meticulously, as seen by researchers. Leaders equitably distribute responsibilities and workload among all lecturers and educational staff. The potential of this technique to enhance the quality of education in higher education and its various positive consequences have been seen by researchers. For instance:

First, the aspects of involvement and participation should be considered. Leaders promote increased engagement from all team members by assigning jobs and responsibilities to the entire academic staff. This fosters an environment of collective

⁴⁴ Chandra Kurniawan, 'Pengaruh Motivasi Dan Kepemimpinan Terhadap Kinerja Pegawai Universitas PGRI Palembang', *JMKSP (Jurnal Manajemen, Kepemimpinan, Dan Supervisi Pendidikan)* 2, no. 2 (2017): 322, <https://doi.org/10.31851/jmksp.v2i2.1479>.

⁴⁵ Lajuan Perronoski Fuller, 'Empathetic Leadership: Motivating Organizational Citizenship Behavior and Strengthen Leader-Member Exchange Relationships', *International Business Research* 16, no. 3 (2023): 48, <https://doi.org/10.5539/ibr.v16n3p38>.

⁴⁶ Akhli Nur Mubiarto, 'Motivasi Kepemimpinan Dalam Lembaga Pendidikan', *Al-Khair Journal: Management, Education, And Law* 1, no. 1 (2021): 50.

⁴⁷ Fuller, 'Empathetic Leadership: Motivating Organizational Citizenship Behavior and Strengthen Leader-Member Exchange Relationships'.

⁴⁸ Ma'inudin, Chairman of STAI NW Samawa, Interview, 9 May 2023.

⁴⁹ Susanti, Deputy Chair 1 of STAI NW Samawa, Interview, 30 April 2023.

cooperation wherein every individual assumes accountability for the caliber of education, and actively contributes towards the attainment of shared objectives.

Second, it is important to consider the diversity of talents and expertise. Typically, every lecturer and educational staff member possesses a distinct background, experience, and area of specialization. Educational organizations can effectively utilize the diversity within their ranks by assigning tasks to individuals, so enabling them to tackle different facets of education such as teaching, research, curriculum creation, and administration. This has the potential to yield a broader range of perspectives and foster the development of more inventive solutions.

Third, increasing efficiency. Wise distribution of tasks can also optimize the use of internal resources. Leaders can allocate responsibilities according to individual strengths, thereby maximizing efficiency and productivity in carrying out various university functions.

Forth, another crucial aspect to consider is professional development. By expanding the scope of tasks assigned to lecturers and staff members, institutions can create avenues for enhanced professional growth and development. Individuals are afforded the chance to acquire knowledge and develop their skills through a diverse range of assignments and projects, so enhancing the calibre of teaching, research, and educational services.

Fifth, the concept of accountability is of paramount importance. The establishment of distinct roles for each staff member fosters a heightened sense of accountability. The statement promotes a collective sense of accountability among all individuals towards the attainment of educational objectives and the provision of high-quality services by the college. Therefore, the allocation of responsibilities within the realm of higher education can serve as a viable approach to enhancing educational standards, fostering collaboration, and harnessing the complete range of knowledge and capabilities possessed by academic staff.

Nevertheless, there exists an imbalance in the allocation of roles and responsibilities, resulting in suboptimal execution of duties and positions. Undoubtedly, this phenomenon yields adverse consequences. Notably, scholars observe that in the absence of proper assessment, gauging the degree to which people or departments have discharged their obligations becomes challenging. The absence of a well-defined system for evaluating performance and monitoring accomplishments can lead to a decrease in accountability throughout the business. Furthermore, in the absence of a balanced allocation of tasks coupled with proper evaluation, there exists the possibility of an inequitable distribution of workload and responsibility among different personnel or departments. Certain

individuals or groups may experience a sense of being overwhelmed, while others may perceive their duties as being less quantifiable.

CONCLUSION

Based on the research questions posed, this study asserts that in order to enhance the educational standard, the principal of STAI NW undertakes various primary responsibilities, namely: 1) managerial; 2) fostering academic excellence and continuity; 3) developing campus entrepreneurship; 4) motivating; 5) optimizing the allocation of duties among lecturers and staff.

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