

Realist Evaluation for Characteristics of Transformational Leadership in Organizational Culture at Bosowa University Makassar South Sulawesi Province

Rajamemang¹, H.M. Tahir Kasnawi², Fahri Kahar³, Anshari⁴

¹(Public Administration, Universitas Negeri Makassar, Indonesia)

²(Public Administration, Universitas Negeri Makassar, Indonesia)

³(Public Administration, Universitas Negeri Makassar, Indonesia)

⁴(Public Administration, Universitas Negeri Makassar, Indonesia)

Abstract: Nowadays the development of leadership management in a private tertiary institution (PTS) is important and needs attention. Without a good and aspirative management and leadership, efforts to change and optimize the achievement of performance and goals of private universities will be difficult to achieve and may not produce anything.

Transformational leadership as an alternative form of leadership to improve the results (outcomes) so that it can truly be implied at the operational technical level, alternative forms of leadership basic framework, synchronized with the situation and conditions and human resources.

Transformational leadership is "the process of influencing major changes in the attitudes and assumptions of organizational members ... and building commitment to major changes in organizational goals and strategies (Yukl & Fleet, 1992)

Transformational leadership extends beyond the everyday, rewards-based style described in "transactional" leadership theories. Transactional leadership produces gradual change, this follows on the adequacy of follower performance; whereas transformational leadership produces fundamental changes in followers' beliefs and attitudes about organizations, for example, transformational leaders always aim to intellectually stimulate the use of their abilities by followers (Cleveland, Stockdale & Murhy, 2000)

Social developments and changes and changes in cultural values that occur in South Sulawesi society also include private universities (PTS) such as Makassar Bosowa University (hereinafter abbreviated as Unibos) trying to anticipate the wave of changes caused by the development of science and technology (IPTEK). Various improvements have been made in a short period of time, in 2015 Unibos Makassar won the Best Leading University of the Year awarded by the Indonesia Achievement Center.

Various discussions continue to be carried out starting from the culture of disciplines Unibos is increasing both from lecturers in terms of teaching and learning process and from employees, students are increasing, accreditation majors from C to A or B, institutional accreditation from C to B, the Faculty of Medicine successfully opened in a short time, majors are increasing, accepting internship students from Australia, salaries have risen above the regional minimum wage (UMR) due to the leadership's proposal, and also have the support of 55 Bosowa business units as field "laboratories" in conducting practical lectures, developing curricula and lectures that make students are proficient in foreign languages, have strong character, entrepreneurial spirit, mastering information technology (IT), and have a global perspective. Unibos Makassar graduates are directed to become professionals who are able to compete in the labor market at the local, national and global level.

Seeing the picture and description above is very interesting to be studied more deeply because factually the leadership model implemented at Unibos Makassar in 2019 to reveal more deeply about transformational leadership at Makassar Unibos. This research was conducted to find out how leaders make changes in a transformational way so that they can become outstanding universities.

Keywords: Transformational, Leadership and Bosowa University Makassar.

Date of Submission: 27-11-2019

Date of Acceptance: 12-12-2019

I. INTRODUCTION

Research Location: This research was conducted at Unibos Makassar based on the initial phenomena relating to the characteristics of transformational leadership implemented at Makassar Unibos in 2019 by choosing the title "Transformational Leadership in Private Universities in South Sulawesi Province (Case study at Makassar Bosowa University)."

Problem Formulation: What are the characteristics of transformational leadership in organizational culture at Makassar Bosowa University?

Research Objectives: To examine the characteristics of transformational leadership in organizational culture at Bosowa University Makassar.

Benefits of Research:

1. Theoretical Benefits can provide a process of teaching and developing social science, especially in the field of public administration that is focused on aspects of organizational leadership and organizational culture.
2. Practical benefits, can provide input for policy making both the government, the legislature, and interested institutions

II. MATERIAL AND METHODS

This study is a qualitative study using the method of "Realist evaluation" which reveals Evidence-based data (Evidence Base) about the characteristics of Transformational leadership at Bosowa University Makassar. The focus of the research is the transformational leadership style and its changes and problems in an organizational culture that is comprehensively analyzed.

Research time: October 2018 to December 2018.

The informants were the Chancellor, Vice Chancellor I, Vice Chancellor II, Vice Chancellor III, Deans or Heads of Departments, Lecturers, Staff, Students.

Data source: Primary data through in-depth interviews and secondary data documentation in the form of the Law of the Republic of Indonesia No.12 of 2012 on Higher Education, profiles of Bosowa University Makassar, and books on Bosowa University

Research stages: Observation or observation, Design development, Preparation, implementation, data collection, data processing, data analysis, data reporting

Data analysis techniques: Data Reduction, Data Display, Conclusion Withdrawal (Verification)

The research instrument is the researcher himself because humans have sensitivity and react to environmental stimuli that are considered meaningful or meaningless, can adjust to all aspects of the situation and collect data, emphasize overall wholeness and base themselves on expanding knowledge meaning that researchers as instruments must be equipped with various kinds method for getting accurate data. (Meleong, Lexy J. 2005)

In addition, for in-depth crosscheck interviews, direct observation of management activities at Makassar Bosowa University is also used which is related to the focus of research. Also used are instruments that are helpful as mobile phones, which are used to record interviews the results of interviews, cameras; used to record images during interviews and research sites, stationery; used to note things that are considered urgent in research.

III. RESULT AND DISCUSSION

Bass (1998), broadens the concept of transformational leadership with a picture of transformational leadership that motivates followers to do something more than they do / want by presenting followers with interesting visions and encouraging them to go beyond their own desires for groups or units. In reality, the defining characteristics of transformational leadership are the enormous personal impact on values, aspirations, ways of thinking about work and interpreting events. Transformational leaders change followers by transforming followers' values and beliefs.

According to Bass and Avolio (1994), there are four components of transformational leadership - Idealized Influence (or Charismatic leadership), Inspirational, Intellectual Stimulation, Individual Consideration - labeled as "The Four I" namely:

1. Effect of Idealization / Idealized Influence (II): Idealized influence shows whether leaders have subordinate trust, maintain their faith and respect, show dedication to them, ask for their hopes and dreams, and act as their role models.
2. Inspirational Motivation (IM): Inspirational motivation measures the extent to which leaders provide vision, uses symbols and images that are appropriate to help others focus on their work, and tries to make others feel their work is important.
3. Intellectual Stimulation (IS): Intellectual stimulation shows the extent to which leaders trap others to be creative in looking at old problems in a new way, creating an environment that is tolerant of extreme positions, and fostering people to question their own values, beliefs and organizational beliefs.

4. Individualized Considerations (IC): Individual considerations show the extent to which leaders show interest in the welfare of others, assign projects individually, and pay attention to those who appear to be less involved in groups.

This study uses a realist evaluation method of modification of Bass and Avolio's theory (1994); Pawson & Tilley (1997); O'Donnel & Richard Boyle (2008). With modification of this theory, it can be found that the realist evaluation approach reveals the transformational leadership characteristics at Makassar Bosowa University in 2019. The results of this study will discuss the realist evaluation approach starting from the context, mechanism and outcome elements, so as to be able to answer the research objectives. The results of the researchers describe C-M-O as follows:

1. Context: Effect of Idealization / Idealized Influence (II)
 - a. There Is A Hope or Future At Unibos

ZKP informant revealed:

"If I see a hope or a future at Unibos because as long as the chancellor is in charge, he can increase the dignity of the agency, and this has an impact on welfare" (Interview, 15 October 2018).

In addition, JML informants stated that:

"Mr. Chancellor during his leadership, if I see a hope or a future in Unibos. By the way the form includes; education. Competing in research and service ". (Interview, October 17, 2018).

On the other hand, BHR informants stated that:

"If I pay attention there is a hope / future in Unibos, the form of hope is that Bosowa has become the 107th Rank University from 2010-2018. Before transferring to 2013 in the order of 400 more, in 2017 the order 249 ". (Interview, 9 October 2018).

On the other hand, MLS Informants stated as follows:

"The Chancellor in his leadership put a hope / future on Unibos which of course the leadership hopes that one day Unibos will be better, there is a better successor so that the leadership always encourages loving his work and always develops himself" (Interview 5 October 2018).

Responding to the statement made by the informants, based on research observations that there is a hope / future at Unibos because while leading Unibos, he can increase the dignity of the agency, and this has an impact on welfare, in addition, which of course the leadership hopes that one day Unibos will be better, there is a better successor so that the leader always encourages loving his work and always developing himself. During the Chancellor's leadership there was a hope / future at Unibos with its form; education, competing in research and service

David C. McClelland put forward his theory in terms of a mental virus which is a certain way of thinking which is more or less or very rarely encountered, but if it happens to a person, it tends to cause that person to behave very actively. According to David, this mental virus is named N Ach (need for achievement, which is the need to achieve results or achievements. Because he found in a kind of mind that is related to doing something well or doing something better than before and made before; more efficient and faster, using less energy, with better results.

- b. Leaders Tend To Change The Conditions They Lead To New Conditions That Are Better (Unibos Excellence).

ZKP informant said that:

"Unibos leaders currently tend to change the conditions they lead to new conditions that are better or to the superiority of Unibos by always following new management patterns and starting with socialization, tend to improve, reform, IT-based management". (Interview October 15, 2018).

This view was supported by the JML informant, who was interviewed on 17 October 2018, on the other hand the SL informant gave the following statement:

"The tendency of leaders motivates strongly to realize the goodness or excellence of Unibos by always following a new management pattern and starting with socialization. How to instill a sense of belonging and work optimally with a sincere heart ". (October 1, 2018).

Observing the informal response that the tendency of leaders to motivate strong to realize the goodness or excellence of this Unibos leaders tend to improve things that exist in the University of Bosowa, especially development, reform, management based on Information Technology (IT) and always follow the new management patterns and start with socializing, instilling a sense of belonging, and working optimally with a sincere heart.

On the other hand, the ASL informant gave a statement that:

"The tendency of our leaders to motivate strong to realize the goodness or excellence of Unibos by always innovating to new things about the development of unibos. For example about agency accreditation and faculty accreditation and also thinking about opening new faculties, and being open to subordinates about the problems to be worked on so that this institution is more developed "(interview 29 October 2018).

This statement is in line with HSND informants who were interviewed on 22 November 2018.

"Responding to the statement conveyed by the informants mentioned above, as long as the chancellor leads this institution, the leader is always open to his subordinates about the problems to be worked on, so that in the future this institution will develop more about agency accreditation and faculty accreditation and also think about opening new faculties."

Based on the observations of researchers that the tendency of leaders to motivate strongly to realize the goodness or excellence of this Unibos leaders tend to improve things that exist in Bosowa University, especially development, reform, management based on Information Technology (IT), and always follow the new management patterns and start it with socialization instill a sense of belonging and work optimally with a sincere heart.

During the Chancellor's leadership at Unibos, the leader was open to his subordinates about the problems to be worked on, so that in the future Unibos would develop more. And about agency accreditation and faculty accreditation and also thinking about opening new faculties.

Correspondingly, Tichy and Devanna put forward the characteristics of transformational leaders namely; 1). Identifying himself as an agent of change. His personal and professional image is to make a difference and transform his organization. Based on design or opportunity, they are responsible for leading the company throughout the transformation. They articulate themselves as taking on the role of agents of change with interesting self-concepts. 2). Brave individual. They take risks carefully and dare to face challenges, dare to face the status quo. In the behavior of courage will be the intellectual component and emotional component. Intellectually, a brave person with a perspective can confront reality even though it may be painful and unpleasant. Emotionally; can state the truth to others who might not want to hear about it. 3). they believe in people. They are very powerful even though they are sensitive to others, and they try to empower others. They understand and use the principles, motivation, emotions, pain, trust and loyalty of people. To empower people they often use humor, symbolism, rewards, and punishment. 4). they are attractors of value. Each transformational leader is able to elaborate on a set of core values and show behavior in accordance with his position. 5). they are lifelong learners. All transformational leaders are able to talk about the mistakes they make. However, they do not see the failure as a failure but as a learning experience. As a group, the protagonists have an appetite, commitment to self-study and continuous self-development. They are people whom always renewal something that is never finished. From here, it raises energy for continuous change. 6). they have the ability to deal with complexity, ambiguity and uncertainty. Every transformational leader is able to face and problems in a complex and changing world. 7). they are visionary. Transformational leaders can dream, are able to describe dreams and images so people share them.

Thus, a leader is said to be transformational measured by the level of trust, obedience, admiration, loyalty and respect for his followers. While the followers of transformational leaders themselves are motivated to be moved and to do even better to achieve organizational goals. From this framework, a formulation of the sources of influence of transformational leadership emerges in two forms, namely the power of expertise and the power of reference. The power of expertise makes its followers credible and trustworthy, while the power of reference makes it attractive to followers and selfless. This power has a strong influence on the empowerment strategy carried out by transformational leaders who progressively will continuously bring changes in the followers of their followers through the process of internalization and identification, the process is designed to increase followers to grow themselves, improve self-esteem that functions as a person independent.

2. Mechanism

a. Intellectual Stimulation (IS)

1) Leaders Can Change Default Behavior

A leader must have a strong character and stance so that he can create change for his subordinates, as MLS informants said that:

"Our leader can change the behavior of subordinates as an example as long as the chancellor leads his subordinates to be prohibited from smoking, his subordinates can also obey these rules" (Interview, 5 October 2018).

Explanation of MLS informants, in line with JML informants that:

The chancellor leads that he can change the behavior of his subordinates; one of the most prominent is that he cannot subordinate his charcoal to smoking. (Interview October 17, 2018).

Observing the informant's response that - leaders can change the behavior of subordinates, one example is that as long as the chancellor leads his subordinates to be prohibited from smoking, his subordinates can also obey these rules, on the other hand the chancellor in his leadership.

In this regard, ZKP informants explained again that:

The Chancellor in leading us can change the behavior of his subordinates; one example is the smoking ban and many others. (October 15, 2018).

The statement made by the ZKP informant was added again by the BHR informant.

"The chancellor while leading us at Unibos can change the behavior of his subordinates, one example is no smoking, and there are others, that can be by applying the agreed Standing Rules". (Interview, 9 October 2018).

Responding to the statement conveyed by the informant that the Chancellor in his leadership could change the behavior of his subordinates, one example is the smoking ban and many others, as well as by applying the agreed Standing Orders.

Based on the observations of researchers that leaders can change the behavior of subordinates, one of the most prominent as long as the chancellor lead his subordinates is prohibited from smoking, his subordinates can also obey these rules, and there are still others, as well as by the application of agreed rules of conduct.

The author's observations from the results of the interview that the leader can change the behavior of subordinates, one example is that as long as the chancellor leads his subordinates to be prohibited from smoking, his subordinates can also obey these rules, it is very prominent that the leaders prohibit their subordinates from smoking, and there are others and by setting agreed tative rules.

E.A. John in his book *The Sociology of Organizational Change* believes that the success of a leader in the future is determined by his ability to recognize human behavior. In the behavior of leaders is a form of observation process that aims to oversee the implementation of an educational organization program, both its activities and results from start to finish, by collecting data continuously. While other behaviors, namely evaluation, is an assessment process that aims to recognize the extent of the efficacy of an organizational education concept and its success in influencing individuals and society or the process that determines the extent to which educational goals can be achieved, therefore this behavior has the goal of a control function between Other a). Preventing deviation from the achievement of planned goals, b). So that the work process is in accordance with established procedures, c). Prevent and eliminate obstacles and difficulties that will, are or may occur in the implementation of activities, d). Preventing deviations of resources. And e). Prevents misuse of authority and position.

This pattern is the attitude of the leader as an organizer who also needs to master, organize, regulate, and facilitate the system between the network between one another. In line with that Hersey and Blanchard, (1995: 6) expressed their opinions about the three main dimensions of organizational theory that should not be ignored namely; technical dimensions, concept dimensions, and human dimensions. If all three dimensions interact will be able to lead to an effective organizational activity. This pattern is the attitude of the leader as an organizer who also needs to master, organize, regulate, and facilitate the system between the network between one another. The reality of implementing leadership carried out at Bosowa University in accordance with the observations of researchers shows that there are interactions that can lead to an activity and rules that the organization has been effective because it is in accordance with what is desired by leaders at Bosowa University, because explaining human behavior basically describes certain behaviors occurring and being obeyed. This pattern is the attitude of the leader as an organizer who also needs to master, organize, regulate, and facilitate the system between the networks between one another.

2) Leaders at Unibos Raise Each Other to Higher Levels to Subordinates

The leader always provides motivation and encouragement to his subordinates, especially how to raise his subordinates to a higher level, as revealed by the BHR informant below:

"In the leadership of the chancellor the leaders at Unibos raise each other to a higher level to their subordinates. Unibos by conducting an assessment that leads to reward and vanity". (Interview, 9 October 2018).

Based on the observations of researchers that the leadership of the chancellor raised each other to a higher level by conducting an assessment that led to reward and vanity. In addition, in the leadership of the chancellor there is also a program of orientation to the promotion of position, it is based on the criteria of the length of work, status / title, experience, leadership integrity which are indicators to be appointed as Unibos environmental officials. And provide opportunities for subordinates to excel. So in this case, there are times when the Chancellor conducts promotions to his subordinates.

Leadership is a broad theme that is never exhausted to be studied. In addition to this broad theme is very interesting to discuss because it involves the attitudes and behavior of someone who is in a certain position where he has followers, staff or members or subordinates. Discussion about leadership is usually combined with various variables that surround him such as influence, style, strength, integrity, change, problem solving, human relations and so on. The leadership that was carried out at Bosowa University was in accordance with the observation of researchers that the leaders raised each other to a higher level by carrying out performance assessment results that led to rewards and punishments. In addition, in the leadership of the chancellor there is also a program of promotion orientation based on the criteria of the length of work, status / title, experience, leadership integrity which are indicators to be appointed as Unibos environmental officials. So in this case, there are times when the chancellor promotes his position to his subordinates. On the other hand, leaders take each other to a higher level by looking at the competencies of subordinates, while providing opportunities for subordinates to excel

Maxwell introduces the theory of the relationship between leadership and influence, which is labeled; the law of influence. In that theory, Maxwell believes that the true measure of leadership is influence, neither more nor less. He said that whether a person's leadership is good or not can be measured by how much influence he can have on other people / subordinates.

b. Individualized Considerations (IC)

1) The Leader Has Social Sensitivity in Seeing and Understanding the Needs and Welfare of Staff or Lecturers He Led.

A leader is always prejudiced, and always cleans his soul into things that are polluting him, able to distinguish between right and wrong, and able to provide welfare for his subordinates, as expressed by HSND informants, that:

"In the leadership of the Chancellor, he has social sensitivity in seeing and understanding the fulfillment of the needs and welfare of staff or lecturers, he is measured by himself, if subordinates are urgently needed then he takes the example of himself so that he is very sensitive to the interests of his subordinates, meaning the family's living needs, by following performance standards ". (November 22, 2018).

This statement is in line with the ZKP informant who was interviewed on 15 October 2018. Observing the informant's response that:

Unibos leader understands the existence of his subordinates, if subordinates are very pressed for needs, the chancellor grants because the chancellor is very sensitive to the interests of his subordinates, meaning the family's living needs, and also the leader still follows the performance standards in Unibos.

Responding to the statement conveyed by the informant that the leader remains sensitive to his subordinates, but there is a very clear main duty and foundation work, the leadership focuses on the academic process of providing lecturers and staff welfare in the sense that after the chancellor has served, the chancellor raises salaries at Unibos.

Based on the observations of researchers that the leader of Unibos has high understanding of his subordinates, is very sensitive to the interests of his subordinates, if subordinates are very pressed for needs, then their leaders will meet their needs, meaning the needs of family life, and also the leader still follows the performance standards in Unibos.

Human resources are a very important factor in an organization both large and small scale organizations. In large scale organizations, human resources are seen as a very decisive element in the business development process the role of human resources is becoming increasingly important (Tadjuddin, 1995), saying that the development of the business world will be realized if supported by quality human resources.

Linkage with Bosowa University that the resources currently available are capable and willing to work hard, creative, innovative, loyal, disciplined, honest and responsible, and attendance is monitored. In connection with this reality the implementation of leadership carried out at Bosowa University, in accordance with the observations of researchers that Unibos leaders understand their subordinates, if subordinates are very pressed for their needs, then their needs are met because they are very sensitive to the needs of their subordinates, meaning the needs of family life, on the other hand the leader remains follow the performance standards in Unibos. But there is also the job of the leadership and the foundation is very clear, the leader focuses on the academic process, providing the welfare of lecturers and staff in the sense that after the chancellor took office, the chancellor raised salaries at Unibos.

Correspondingly, Fuad Mas'ud (1998), in the diagnosis of organizational development believes that the progress and success of an organization is highly dependent on the employees. The extent to which these employees are able and willing to work hard, creative, innovative, loyal, disciplined, honest and responsible will determine the organization's achievements. But to find out a person's attitude is not easy, because attitude is influenced by many factors, such as perception, motivation, environment and others.

2) **There Is Power Motivation Given To Leaders That Someday Someone Will Replace His Leadership**

A good leader opens the thoughts of his subordinates regarding organization and planning, especially regarding the motivations of power that always pushes his subordinates to have good values. Principally the leader provides the motivation for need for achievement / desire for achievement, this can be seen from the JML informant who gave a response about the rector's leadership below:

"Motivation of power given to the leader that one day he will replace his leadership, among others, the rector in doing his work, he has never done it himself but delegated the duties of authority and responsibility to subordinates". (Interview, October 17, 2018).

Listen to the informant's response that Motivation of power given to the leader that one day he will replace his leadership, among others, the chancellor in doing his work, he has never done it himself but delegated the duties of authority and responsibility to subordinates. In addition, the leader always encourages, loves his work and always develops himself.

On the other hand the HSND informant stated that:

"As long as the chancellor leads, there is motivation given to power, the leadership that one day he will replace his leadership, for that the chancellor organizes a cadre system and the model of cadre is every coordination meeting, so that I am not there, usually, he delegates it to the vice-chancellor, his dean to be the leader of the meeting so that in the future he can be recruited to be a dreamer / chancellor "(Interview 22 November 2018).

In addition, ZKP informants stated as follows:

"If I pay attention there is a motivation of power given to the leader that one day he will replace his leadership because he knows that the office has a limit, the position as rector is only limited to 2 periods". (Interview October 15, 2018).

Responding to the statement conveyed by the informant that the chancellor was leading there was a motivational power given to the leadership that one day he would replace his leadership, for that the chancellor held a cadre system and his model of cadre was that every coordination meeting, let me not be there, usually, he delegated it to Vice Chancellor, his dean to be the leader of the meeting so that in the future he can be recruited to become a dreamer / chancellor. In addition, in the leadership of the chancellor there is always a cadre to his subordinates because if the chancellor is not available, subordinates can replace his leadership because the leadership knows that there is a limit to the position, the position as rector is only limited to 2 periods.

Based on the observation of researchers that the motivation of power given to the leader that one day he will replace his leadership, among others, the rector in doing his work, the leader has never done it himself but delegated the authority and responsibility tasks to subordinates. In addition, the leader always encourages, loves his work and always develops himself. Besides the motivation of power given to the leadership that one day he would replace his leadership, for that the chancellor held a cadre system and the cadre model was that of every coordination meeting, so that the leadership was absent, usually, he delegated it to the vice-chancellor, his dean to become the meeting leader so in the future, they can be cadres to become dreamers / chancellors. In addition, in the leadership of the chancellor there is always a cadre to his subordinates because if the chancellor is not available, subordinates can replace his leadership because he knows that there is a limit in his position, the position of rector is only limited to 2 periods.

3. **Outcome: Inspirational Motivation (IM)**

a. **In Leading This Unibos, There Is Motivation Coming From Outside or From Within Individually**

NSR informant said:

"In leading this Unibos, there is motivation coming from outside or from within individually by way of the chancellor always the spirit of developing Unibos to achieve equality with other tertiary institutions". (Interview, 31 October 2018).

On the other hand, the SL informant stated that:

"As for the motivation in leading this Unibos, motivation from the outside is always based on the latest developments and continues to monitor our competitiveness while motivation from providing the best service to students, and living spirit of work in accordance with organizational rules." (Interview, October 1, 2018).

In this regard, MLS informants explained again that:

"For outside motivation in the leadership of the chancellor at Unibos, the leaders always look at the development of universities that are abroad and are motivated to match, and apply what can be applied in Unibos in accordance with their abilities. For the motivation from the pack, the chancellor always wants to progress Unibos which of course advances in increasing students every year, and there is a system that regulates it without going through guarding / monitoring to subordinates but the awareness within him is about the tasks that he develops. "(Interview , October 5, 2018).

In addition, ZKP informants stated that:

"In the leadership of the chancellor, there is an invasion from outside, by attending training, and from the results of training and outreach, while motivation from reading results and comparing conditions". (Interview, October 15, 2018)

Responding to the statement made by the informant that in leading this Unibos, there was motivation coming from outside or from within individually. In this case the leader always gives enthusiasm to develop Unibos to achieve equality with other universities. It is also always based on the latest developments and keeps competitive monitoring while motivating from providing the best service to students, and living the spirit of work in accordance with organizational rules.

Observing the informant's response that for motivation from outside and from inside the leadership of the rector at Unibos, the leader always looks at the development of higher education institutions abroad and is motivated to match, and applies what can be applied in Unibos according to his abilities. In addition, the Chancellor always wants to progress Unibos which is of course progress in increasing students every year, and there is a system that regulates it without going through guarding / monitoring to subordinates but there is awareness within themselves about the tasks that they develop. In addition, by attending training, and from the results of training and outreach, while motivation from the results of writing a journal and comparing conditions.

Based on the observations of researchers that in leading this Unibos, there is motivation coming from outside or from within individually, the leaders always give enthusiasm to develop Unibos to achieve equality with other universities. It is also always based on the latest developments and keeps a competitive monitor, while motivation from providing the best service to students, and living the spirit of work in accordance with organizational rules.

For external motivation in the leadership of Unibos, the leaders always look at the development of universities in foreign countries and are motivated to match, and apply what can be applied in Unibos in accordance with their abilities. In addition, the Chancellor always wants to progress Unibos which of course advances in increasing students every year, and there is a system that regulates it without going through guarding / monitoring to subordinates but there is awareness within themselves about the tasks that they develop. In addition, by attending training, and from the results of training and outreach, while motivation from the results of writing a journal and comparing conditions.

b. Efforts to Realize Vision and Mission at Unibos

A good leader always focuses on the vision and mission of the organization he leads, the leader understands and understands the form of the vision and mission because sometimes there are a handful of people or someone trying to change the vision and mission of the organization, therefore a leader should be able to socialize the vision and the mission of the organization he dreams of, The same thing revealed by the NSR informant is as follows:

"The leadership's effort to realize the vision and mission at Unibos, by utilizing all of its potential, including utilizing subordinates by giving delegation tasks" (Interview, 31 October 2018).

On the other hand, the SL informant stated that:

If for the effort to realize the vision and mission at Unibos, work based on a predetermined road map. (Interview October 1, 2018).

On the other hand, the HSND informant stated that:

"If I pay attention in the leadership of the chancellor, he is trying to realize his vision and mission at this Unibos. They are learning a vision and mission based system in this case the orientation to the interpreneur, creating an atmosphere of the learning process of leadership and cultured, national figures ". (Interview November 22, 2018).

Observing the informant's response that the Chancellor's Business realizes its vision and mission at Unibos, by utilizing all of its potential including utilizing subordinates by giving delegation tasks. It also works based on a predetermined road map. In addition, they carry out learning systems based on vision and mission in this case the orientation to the entrepreneur, creating an atmosphere of the learning process of leadership and cultured, national figures.

In addition, JML informants stated that:

"The way to realize the vision and mission at Unibos, students are fostered in academia in institutions, building student discipline, so that nationalism can be formed". (Interview, October 17, 2018).

On the other hand, the ZKP informant stated that:

One effort to realize the vision and mission at Unibos is by means of socialization with subordinates, periodic evaluations afterwards, and the results are reported. (Interview, October 15, 2018).

Responding to the statement conveyed by the informant that the way to realize the vision and mission at Unibos, students are fostered in academia in institutions, building student discipline, so that nationalism character can be formed. In addition, it is also conducted through socialization with subordinates, periodic evaluations afterwards, and the results of the progress are reported.

Based on the observations of researchers that the leadership effort to realize the vision and mission at Unibos, by utilizing all the potential it has, including utilizing subordinates by giving delegation tasks. It also works based on a predetermined map. In addition, they carry out learning systems based on vision and mission in this case the orientation to the entrepreneur, creating an atmosphere of the learning process of leadership and cultured, national figures.

On the other hand, by realizing the vision and mission at Unibos, students are fostered in academics in institutions, building student discipline, so that the character of nationalism can be formed. In addition, it is also conducted through socialization with subordinates, periodic evaluations afterwards, and the results of the progress are reported

IV. CONCLUSION

The delegation of work to subordinates in an organization at Bosowa University by working in accordance with the system or rules in force at Bosowa University and / or its leadership has been patterned and standardized according to the system that applies the standard operating procedure (SOP). The ability to do work that was previously the work, not biased or unable to be done by the previous leader with great care for problems that occur in the work environment, especially problems that drag on, must be resolved as soon as possible and must have a solution. In his leadership, he feels he has a place of work, is loyal, and is very honest, and is sincere in carrying out his duties and his employees are considered as partners, giving jobs to subordinates according to their abilities, firm and familiar, not discriminating employees, and not in the golden child.

REFERENCES

- [1]. Bass. B.M .(1985). Leadership and Performance beyond Expectation. New York: The Free Press. NY
- [2]. Bass. B.M .(1998). Transformational Leadership. USA: :Lawrence Earlbaum Associates, Inc
- [3]. Bass, B. M. & Avolio, B. J. (1994). Improving Organizational Effectiveness through Transformational Leadership. Thousand Oaks, CA: Sage Publications.
- [4]. Bass B.M & Avolio, B.J. (1996). Multifactor Leadership Questionnaire. Palo Alto CA: Consulting Psychologists Press
- [5]. Buku Tokoh Nasional. " Mereka Yang Menginspirasi Universitas Bosowa.
- [6]. Burn, Jm.2008. Leadership. New York : Leadership Articles.
- [7]. Bush, Tony dan Coleman, Marianne. 2006. Leadership Strategi Management in Education. Bandung : Terj Fahrurrozi.
- [8]. Burns J. M. (1978). Leadership. New York: Harper & Row
- [9]. Celland David c. Mc. 1980. Modernisasi Dinamika Pertumbuhan. editor Myron Weiner. Gajah Mada Universiti : Press
- [10]. Cleveland, J., Stockdale M. & MURhy, K.R. (2000). Women and Men in Organizations. London: Lawrence Erlbaum Associate.
- [11]. Conger and Kanungo (Ardana Dkk).(2008 : 96).dalam Pengaruh Kepemimpinan Transformasional Dan Budaya Organisasi Terhadap Kinerja pegawai Pada Dinas Pendidikan Pemuda Dan Olahraga Provinsi Gorontalo. Dalam Juriko Abdul Samad. Makassar : Universitas Negeri Makassar.
- [12]. Cross, B., & Cheyne, H. (2018). Strength-based approaches: a realist evaluation of implementation in maternity services in Scotland. Journal of Public Health (Germany). <https://doi.org/10.1007/s10389-017-0882-4>
- [13]. Dennis, Donna J. & Debra Dennis Meola. 2009. Preparing for Leadership : What it Takes to take the Lead. New York : Amacom.
- [14]. Didin. 2011. Pengaruh Kepemimpinan Transformasional dan Sikap Profesional Terhadap Kinerja Guru SMA di Kabupaten Maros. Makassar : Universitas Negeri Makassar.
- [15]. Donnelly, Ir. 1990. Organisasi dan manajemen. Jakarta : Erlangga.
- [16]. EA. John. (1980 : 34). Dalam Adam I. Indrawijaya. Perilaku Organisasi . Bandung : Sinar Baru

- [17]. Edmons (2013 : xiv) Transformasional Leadership ; Ilustrasi di Bidang Organisasi Pendidikan. Jakarta : PT. Raja Grafindo Persada
- [18]. Fahmi Irham. 2010. Manajemen Kinerja Teori dan Aplikasi. Bandung: Alfabeta.
- [19]. Fattah, Nanang. 2000. Manajemen berbasis sekolah. Bandung : Andira.
- [20]. French and Raven. (1959). Gary A. Yulk. (1996). Kepemimpinan dalam Organisasi : Leadership in Organizing 3e. Edisi Bahasa Indonesia. Jakarta : Prenhallindo.
- [21]. Gary and Lepsinger (1996). Kepemimpinan dalam Organisasi / Leadership in Organizing 3e. Edisi Bahasa Indonesia.dalam Gary Yulk. Jakarta : Prenhallindo.
- [22]. Gary Yulk. 1996. Kepemimpinan dalam Organisasi / Leadership in Organizing 3e. Edisi Bahasa Indonesia. Jakarta : Prenhallindo.
- [23]. Gibson , Donnelly. 1995. Organisasi. Edisi kedelapan, Perilaku Struktur-proses. Terjemahan Nunuk Ardiani. Jakarta : Binarupa Aksara
- [24]. Glenn dalam Salusu. 2003. Pengambilan Keputusan Strategik, untuk Organisasi public
- [25]. George Jr. 1990. The History of Managemen Thought. Saddle River, Nj. Prentice Hall.
- [26]. Gortner, Harold F. 1997. Organization Theory a Public Perspective . Harcourt Brace Company.
- [27]. Hasan, M. I. (2002). Pokok-Pokok Materi Metodologi Penelitian dan Aplikasinya. Bogor: Ghalia Indonesia
- [28]. Hasibuan. 2007. Jurnal Berkala Ilmia Efisiensi ; Pengaruh Kepemimpinan Dan Motivasi Kerja Terhadap Kinerja Karyawan pada PT. Amanah Finance. Vol.16. No. 2. Di Manado. Htt//
- [29]. Hawkins, Peter. 2011. Leadership Team Coaching, Developing collective Transformational Leadership. Londong : Londong Philadelphia New Delhi.
- [30]. Herlina Basse. (2015). Pengaruh Kepemimpinan Transformasional dan Budaya Sekolah Terhadap Kinerja Guru (Studi pada Sekolah Menengah Atas Negeri di Kabupaten Wajo. Makassar : Universitas Negeri Makassar.
- [31]. Hersey and Blanc hard. (1995 : 6) Disertasi juriko Abdul Samad, Pengaruh Kepemimpinan Transformasional Dan Budaya Organisasi Terhadap Kinerja pegawai Pada Dinas Pendidikan Pemuda Dan Olahraga Provinsi Gorontalo.Makassar : Universitas Negeri Makassar.
- [32]. House Robert J and Terence R. Mitchell.1998. “ Path Goal theory of Leadership”, dalam Husein Richard and Archie B.Carroll, op cit.,P.
- [33]. House, RJ. 1977. A Theory of Charismatic leadership. In Leadership : The Cutting Edge. Southern Illionis University Press. Carbondale. IL. USA.pp.189+207.
- [34]. Jacob.2013. Kepemimpinan ; Teori, Psikologi, perilaku organisasi, Aplikasi dan penelitian, Jakarta : Rajawali Pers.
- [35]. James A.F. Stoner. 1996. Manajemen Sumber Daya Manusia. Jakarta : PT. Indeks Gramedia Group.
- [36]. Lexy J. Meleong. (2005). Metode Penelitian kualitatif. Bandung : Rosda Karya
- [37]. Martha, E., & Kresno, S. (2016). Metodologi penelitian kualitatif untuk bidang kesehatan. Jakarta: PT Raja Grafindo Persada
- [38]. Miles, M. B., Huberman, A. M., & Saldana, J. (2014). Qualitative data analysis: A method sourcebook. In CA, US: Sage Publications.
- [39]. Moelong, L. J. (2007). Metodologi Penelitian Kualitatif. Bandung: Remaja Rosdakarya.
- [40]. Pawson,R.,&Tilley,N. (1997). Realistic Evaluation. London: Sage Publication.
- [41]. Pawson,R.,&Tilley,N. (2004). Realist Evaluation. <https://doi.org/10.3303/CET143908>
- [42]. Ranmuthugala, G., Cunningham, F. C., Plumb, J. J., Long, J., Georgiou, A., Westbrook, J. I., & Braithwaite, J. (2011). A realist evaluation of the role of communities of practice in changing healthcare practice. *Implementation Science*, 6(1), 49. <https://doi.org/10.1186/1748-5908-6-49>
- [43]. Undang-Undang Republik Indonesia No.12 tahun 2012 Tentang Pendidikan Tinggi
- [44]. Westhorp, G. (2014). Realist Impact Evaluation An Introduction.
- [45]. Yukl, G., & van Fleet, D. D. (1992). Theory and Research on Leadership in Organisations. In M. D. Dunnette, & L. M. Hough (Eds.), *Handbook of Industrial and Organizational Psychology*, Vol. 3. Palo Alto, CA: Consulting Psychologists Press.

Rajamemang. Realist Evaluation for Characteristics of Transformational Leadership in Organizational Culture at Bosowa University Makassar South Sulawesi Province." *IOSR Journal of Humanities and Social Science (IOSR-JHSS)*. vol. 24 no. 12, 2019, pp. 24-33.