

## Character Based Leadership In Quality Improvement Managerial At The Naval Command And Staff College Unit

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### Abstract

Leaders may be identified by their particular habits, disposition, character, and personality, which allow them to stand out from the crowd in terms of conduct and style. His conduct and style of leadership will undoubtedly be influenced by this way of living. The ability to inspire others to alter their views in order to conform to the goals and will of the leader is known as leadership, or the creative moral power. In the Seskoal Unit, leadership has inherent value in assessing and evaluating members of their unit for their performance in addition to issuing commands to subordinates. A competent leader would constantly inspire their followers to operate in accordance with Indonesian standards and regulations, using a leadership approach that incorporates local knowledge. The goal of this study is to clarify the leadership approach used by Seskoal leaders in order to raise unit performance. The research methodology used is a qualitative approach employing a descriptive technique, which is the process of creating and researching scientific publications by thoroughly describing the problem's topic and investigating data sources that are pertinent to the issues raised by the literature reviews. The assessment concludes that the Seskoal Unit commanders' leadership style focuses two strategies: commanding subordinates in addition to provide inspiration and assessment.

**Keywords:** Seskoal Unit, Assessment., Leader.

## INTRODUCTION

Leaders may be distinguished from other individuals by their conduct and style because they possess particular and unusual features, habits, temperaments, characters, and personalities. His conduct and style of leadership will undoubtedly be influenced by this way of living. In order to persuade followers to adopt new attitudes that align with the goals and desires of the leader, a leader must possess aspirational or creative moral authority. Actually, a leader ought to be someone who inspires others by serving as an example. The process of guiding and influencing others' work and activities in organizations is known as leadership. According to Sunarto (2005), leadership entails involving others, particularly subordinates or workers who are being led.

Kartono (2010) asserts that because leaders have distinct habits, temperaments, characters, and personalities, their conduct and style set them apart from others. His conduct and style of leadership will undoubtedly be influenced by this way of living. in order for various forms of leadership to manifest. The charismatic type, for instance, possesses democratic, administrative, autocratic, military, laissez-faire, and paternalistic traits. In actuality, its leadership is ineffective in managing the numerous issues it faces, particularly on Campus Tall. Please take notice that the accompanying table 1.1 provides specifics on the personnel makeup of the Seskoal Unit, which includes officers, non-commissioned officers, enlisted troops, and civil servants.

Table Number of Seskoal Personnel

Number	Strata	Amount
1	Officers	140

2	Non-commissioned officers,	160
3	Enlisted men	103
4	Civil servants	62
	Amount	485

Source: Seskoal Personnel Data September 2023

Leaders must constantly be able to inspire students to raise the bar on their work. On the other hand, it will be problematic if you have to offer instructions or commands each and every time. Every task that is performed successfully needs to be directed by the leadership; otherwise, it is not performed well, and it would be challenging to attain continual improvement in performance quality. Thus, in addition to giving instructions or direction on what needs to be improved, leadership is also required to promote intrinsic motivation, i.e., raising awareness of the need for every Seskoal member to constantly work to improve the caliber of their individual and group performance.

Collaboration between Seskoal groups in a particular subject is centered on the Seskoal management system, with an emphasis on quality control and quality enhancement. A new paradigm, or framework for thinking about management, is needed to address semantic management. By combining the principles of autonomy as a driving force to make the system more dynamic, accountability or responsibility to ensure that autonomy is exercised responsibly, accreditation to ensure the caliber of graduates, and self-evaluation for the purpose of making decisions based on empirical data and information, this new management format seeks to achieve continuous quality improvement. MC Bride's success in managing Miovision suggests that a key determinant is, in fact, leadership style.

In terms of leadership style, organizational success refers to the mindset and methods of the leader when it comes to giving instructions, carrying out plans and strategies, and inspiring his subordinates. Different leadership philosophies are needed in various circumstances. A leader uses style-based leadership to inspire their followers. Local knowledge in Indonesia is based on leadership styles. The Seskoal Commander always offers motivation and guidance to improve the discipline of his members through the flag ceremony, which is held every August 17th, and leadership hours, as shown in figure 1. He realizes this is needed in the current leadership management style, which integrates 18 character-building values into the College management leadership style in the education environment, so that Seskoal's vision and mission are achieved.



Figure 1. Briefing of the Deputy Seskoal Commander to Seskoal Student Officers

Naturally, this will affect both group and individual goal achievement. Motivated followers will make an effort to reach objectives voluntarily, which leads to satisfaction. When someone is satisfied, they will repeat the activity to satisfy needs or accomplish goals in the future

## **RESEARCH METHODS**

The research method used was a qualitative method with a descriptive approach. According to Sugiyono (2020, p. 18) qualitative research methods are research methods based on postpositivism philosophy which are used to examine objects in natural conditions (real conditions, not set or in experimental conditions) where the researcher is the key instrument. The data source in this research is that the author uses secondary data sources by adopting library research or literature studies while maintaining the purity of scientific writing without changing the direction of scientific writing. The analysis technique for writing this article uses data analysis techniques following Miles Hubberman and Saldana (2014), namely by collecting data, condensing data, presenting data and concluding existing data.

## **RESULT AND DISCUSSION**

Leaders choose a style of leadership that can change depending on the circumstances, the time, and the location. Those who can change their conduct are good leaders. requirements for a distinctive setting. A leader's ability to lead effectively or ineffectively is mostly determined by how they behave in a given circumstance. Holding, 2008).

Siagian (2008) states that a leader can employ one of five (five) kinds of leadership styles, which are as follows: Autocratic type, Paternalistic type, Charismatic type, Laissez-faire type. Democratic type.

Kuswadi in Winardi (2004) asserts that a leader's application of an improper or inadequate leadership style to their staff can lower motivation, performance, and eventually work satisfaction. Accordingly, Winardi (2004) describes a leader as someone who, by personal qualities and whether or not they have an official position, can motivate a group of people to work together toward a common objective.

The charismatic and democratic leadership exhibited by the Seskoal Unit's leaders is their manner of operation. A leader who assumes the role of a charismatic commander in front of his subordinates while still giving them great opportunities to continue actively participating in sharing their aspirations with the outcome is described as having a leadership style that combines the charismatic and democratic approaches. follow a leader. Members still make decisions by agreement and careful consideration; ideas and proposals from other members are not subject to criticism. As seen in Figure 2 below, the Seskoal Commander utilizes leadership hours in addition to other methods for organizing and managing his members.



Figure 2 The Seskoal Commander gives leadership hours to Seskoal personnel

There are intriguing traits associated with Democratic leadership. Three fundamental components of democratic leadership are described by German-American organizational psychologist Kurt Lewin in his book *Cleaverism*. These components are as follows: leaders anticipate that their subordinates will report on the status of their tasks, exhibit maximum confidence and the capacity to finish tasks without continuous supervision, and involve others in decision-making rather than acting alone.

Members of a Seskoal are free to express their thoughts and opinions, but the leader has the last say. To increase their sense of accountability for the decision's ultimate result, members participate more actively in the decision-making process. Respect and confidence among members may be fostered by a good democratic leader's qualities. The person in charge of the Seskoal Unit applies these circumstances and rules. According to researchers, democratic leaders in high-performing school units possess the following traits in order to be trustworthy mediators: integrity, intellect (intelligence), bravery, inventiveness, competence, and a sense of fairness. The Seskoal Commander offers the most extensive educational and training opportunities in an endeavor to promote the wellbeing of Seskoal Unit employees.as shown in figure 1.3 below.



Figure 3 The Seskoal Commander opens the Oyu Training for Seskoal Students

In general, the perspective on the leadership style implemented in the Seskoal Unit adopts many of the following leadership theories:

a. Trait Theory

The focus of this theory is on features of personality including emotions, intellectualization, physical condition (height, weight, and age), and other individual traits. The two main components of this approach are leadership conduct and leadership style. The first element highlights the roles that the group leader fulfills. Two key tasks must be completed by one person for a group to work well: a) Task-related, or problem-solving, which entails offering solutions, knowledge, and opinions. b) Social duties or group upkeep, such as settling disputes, facilitating agreement with other groups, and anything else that can make the group work more smoothly. The interaction between a leader's style and their subordinates is the focus of the second component of the behavioral approach to leadership.

b. Contingency theory, or situational theory Methods According to the situational-contingency theory, the amount of power employed varies depending on the work, the environment, the organization, and other factors. Warren H. Schmidt and Robert Tannenbaum, (a), Fielder, (b), Hersey and Blanchard, (c), Leader Member Exchange Theory, (e) Goal Path Theory, and (f) Participation Model are well-known situational theories.

c. Theories of Behavior

Give examples of particular actions that set leaders apart from followers. Two groupings were found by Ohio researchers. Attitude Impact The foundation of initiative (creating structure) and consideration (consideration) is what makes a leader effective. Variable A relationship marked by reciprocal trust, kinship, and respect for the opinions of subordinates is characterized by consideration between superiors and subordinates. According to the initiative structure, a leader arranges and decides organizational patterns, channels of com

d. Theory of Transformation

There are several ways that leadership theory might advance, including transformative leadership. The use of transformational leadership varies based on a number of elements, including the environment, task, personnel, organization, and others. There are four components total. Transformational Leadership is supported by:

1) Charming

2) Motivation

3) Cognitive Encouraging

4) Personal Considerationsmunication, and role structures to accomplish organizational goals. And go out how it's done.

There are always challenges and flaws in the above-described leadership pattern in real life. Additionally, there are gaps and a general reflection that leaders are something to be dreaded. In order to avoid fostering a familial atmosphere that would make work uncomfortable. Creating a "Based Character" leadership approach is essential to solving this issue. The Ministry of National Education has published 18 (eighteen) national character values, which are as follows: Religious Values: Honesty, Tolerance, Disciplinary, Fighting, Creativity, Independence, and .The Democratic, Curiosity, Patriotism, Love for the Country, Acknowledging Success, Being Kind and Communicative, Love and harmony. Interests in reading, the environment, social concern, and accountability.

The meaning of the 18 character values above is as follows:

- 1. Spiritual.** Attitudes and actions that uphold the rules of the faith they follow, show tolerance for the worship of different religions, and allow them to coexist peacefully with their fellow adherents.
- 2. Honest behavior.** Honest behavior, which is predicated on making an attempt to establish oneself as a reliable person in all words, deeds, and labor.

3. **Tolerance.** Behaviors and attitudes that accept other people's variations in faith, race, viewpoint, attitude, and behavior from oneself.
4. **Disciplined behaviors.** That adhere to rules and laws and exhibit orderly conduct.
5. **Fight.** Actions that demonstrate orderly behavior and comply with various laws and regulations .
6. **Creative.** Thinking and acting in a way that repurposes or innovates what you currently have to create new outcomes.
7. **Independent Behavior and Attitudes:** Attitudes and behavior that do not easily depend on others to complete tasks.
8. **Democratic.** A manner of thinking, doing, and behaving that honors one's own rights and duties as well as
9. **Inquisitiveness.** Behaviors and attitudes that constantly strive to know more broadly and profoundly than what is taught, observed, and heard.
10. **National Spirit.** A manner of thinking, behaving, and seeing the world that puts the interests of the state and country before of those of the individual and their group.
11. **Love for the Country.** A manner of thinking, behaving, and seeing the world that puts the interests of the state and country before of those of the individual and their group.
12. **Recognizing Success.** Behaviors and attitudes that support him in creating something constructive for society and acknowledge and value other people's accomplishments.
13. Kind and talkative demeanors and deeds that motivate him to create something that will
14. **Love peace.** Behaviors and attitudes that support him in creating something constructive for society and acknowledge and value other people's accomplishments.
15. **Enjoys Reading.** The practice of setting aside time to read a variety of books that are important to him.
16. **Environmental health care.** Attitudes and deeds that consistently aim to stop harm from occurring to the surrounding environment and create plans to fix any harm that has already happened.
17. **Social issue.** Behaviors and attitudes that are driven by a constant desire to help others in need, both individually and as a community.
18. **Accountability.** The mindset and conduct of an individual when performing their responsibilities and duties toward God Almighty, society, the environment (natural, social, and cultural), and themselves.

In reality, it is not taken into consideration but rather adopts the Western leadership style pattern and is viewed as a trend that is not always in line with the culture that exists in our society. This is the case if a leader at Seskoal makes the leadership pattern that is applied 18 a recent technological breakthrough that is ignored, even though it is not something new because it has become a concept of religious and cultural teachings that are adhered to.

## CONCLUSION

The aims and objectives of the members are prioritized in the Seskoal Unit, where the management style is a combination of democratic and charismatic leadership methods. The supreme leader has the final say, but gives members the ability to voice their thoughts according

to their position and skills. This means that even though members are still allowed to express their opinions, the leader still has the highest authority to decide on a matter. The leadership style at Seskoal adheres to a charismatic, democratic leadership style by providing space to speak to Seskoal student members and officers, but decisions are made by the commander.

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