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1 **The Visionary Leadership and Team Effectiveness at UIN Sunan Gunung Djati (SGD)**

2 **Bandung, 2015-2019 Using Phenomenology**

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8

9 **The Visionary Leadership and Team Effectiveness at UIN Sunan Gunung Djati (SGD)**
10 **Bandung, 2015-2019 Using Phenomenology**

11

12

ABSTRACT

13 The objectives of this study are to: (1) explain the outstanding achievements of UIN (State
14 Islamic University) Sunan Gunung Djati (SGD) of Bandung in the 2015-2019 period, (2)
15 analyse the driving factors for the achievements, and (3) analyse the role of visionary
16 leadership in creating effective work teams in achieving those achievements in accordance
17 with the vision, mission and goals of the institution. This study uses phenomenological
18 method. The results show that: (1) during the 2015-2019 period of leadership of the
19 chancellor has got better achievements than the period before in many academic aspects at
20 national level; (2) the driving factors for the achievement of the institution in that period
21 included the appearance of a visionary leader, an effective team work, good work programs in
22 accordance with the vision, mission and goals of the organization, proper personal placement
23 in filling each position, use of a budget that is in accordance with its allocation, high work
24 ethic, and awarding of achievements; and (3) the role of the rector's visionary leadership as
25 the top leader in creating an effective work team in achieving a number of institutional
26 achievements in accordance with the vision and mission of this institution. Through his full
27 authority, the chancellor has been able to select elements of leadership who assist him in
28 realizing the proper and professional performance of the institution. The author suggests that
29 all steps taken by the leadership of this institution be fully implemented by the chancellors in
30 Indonesia. The phenomenology method should be more frequently used in understanding
31 visionary leadership, since it more concerns with qualitative aspects of leadership.

32

33 **Keywords:** visionary leadership, team effectiveness, academic, achievement, chancellor

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37 **Introduction**

38 Visionary leadership has a very central role for the progress of an organization, including
39 organizations of higher education (Ubaidillah, Chistiana, & Sahrandi, 2019). It has a slightly
40 different dimension from the charimatic and strategic forms of leadership. A leader is said to
41 be a visionary if he/she has the ability to articulate his/her leadership realistically and can
42 convince and direct the organization to better achieve organizational goals. The visionary
43 leadership style is always consistent and focused on achieving the vision and mission of the
44 organization and in the process is not rigid against various obstacles such as budget
45 constraints as in the case with strategic leadership models. This leadership style is more
46 suitable for various organizations that carry out innovative system planning (Westley &
47 Mintzberg, 1989).

48 Visionary leadership has been extensively studied at various levels, types of organizations,
49 and in different cultural settings. Researchers in this field have identified the characteristics of
50 visionary leaders. Among these characteristics include having a broad insight into the future
51 of the organization, courage in taking steps in advancing the organization, a clear vision and
52 mission in advancing the organization, the ability to implement the vision and mission into
53 action, a strong commitment to spiritual values, a wide network, and effective, innovative and
54 have high initiative, high integrity (consistent), have a good and systematic strategy in
55 carrying out the vision and mission of the organization and solving problems (Demirtas &
56 Akdogan, 2014; Voet & Steijn, 2020; Westley & Mintzberg, 1989).

57 This topic has received wide attention from researchers. Several studies both using
58 quantitative and qualitative approaches that focus on this topic generally find that visionary
59 leadership has a positive and significant relationship with organizational outputs and
60 outcomes. Among the results of the existing studies there is an important difference, namely

61 that the majority of the research results assume that visionary leadership directly affects
62 organizational outputs and outcomes. Only a few of these studies pay attention to the
63 involvement of other variables that strengthen the ²² influence of visionary leadership on
64 organizational outputs and outcomes such as the creation of an effective team work which
65 then results in good organizational performance (Dhammika, 2016; Voet & Steijn, 2020).

66 The effectiveness of team work in an organization is influenced by many factors. Among
67 these factors are the work team leader who meets the criteria of a visionary leader, all team
68 members who have high self-confidence and optimism that they believe they can succeed in
69 realizing the organization's vision and mission, adequate knowledge and skills, work team
70 diversity in gender and race, and facilities and infrastructure that fully support the entire
71 process of achieving the organization's vision and mission (Mumford, Zaccaro, Harding,
72 Jacobs, & Fleishman, 2000; Voet & Steijn, 2020). The effectiveness of the work team can be
73 evaluated through the productivity or the ⁴⁰ performance of the work team and the level of
74 superior satisfaction. Organizational outputs and outcomes include the quality and quantity
75 that have been used as targets for achieving organizational performance (Cheema, Akram, &
76 Javed, 2015; Winkler, 2010).

77 Those studies were conducted in different culture and social setting from that of UIN SGD
78 Bandung. UIN SGD Bandung is a result of a development of IAIN SGD Bandung which was
79 founded on April 8, 1968 M. based on the Decree ³¹ of the Minister of Religion of the Republic
80 of Indonesia Number 56 of 1968. In 2005 IAIN SGD Bandung changed its status to UIN SGD
81 Bandung based on Presidential Regulation Number. 57/2005, October 10, 2005. Currently
82 UIN SGD Bandung has 8 faculties: Faculties Ushuluddin, ⁴³ Faculty of Tarbiyah and Teacher
83 Training, Faculty of Sharia and Law, Faculty of Da'wah and Communication, ¹⁵ Faculty of Adab
84 and Humanities, Faculty of Psychology, Faculty of Science and Technology, and ²⁹ Faculty of
85 Social and Political Sciences (UIN Sunan Gunung Djati Bandung, 2015).

86 The vision of UIN SGD Bandung is "Becoming a superior and competitive revelation-based
87 State Islamic University guides knowledge within the framework of good morals in Southeast
88 Asia in 2025" (Senat Universitas ⁶UIN Sunan Gunung Djati Bandung, 2020).

89 In the 2015-2019 leadership period, UIN SGD Bandung won various glorious achievements
90 which became the pride of all academicians. This achievement exceeds the achievements
91 recorded by the leaders of this institution before. Among these achievements, first, the highest
92 score from the Science and Technology Index (Sinta) in the field of scientific publication
93 performance for 3 years, from 2016 to 2018 in the Islamic Religious Colleges (PTKI).
94 Second, Vice Rector IV (at that time), won the highest score award for writing scientific
95 articles in the category of Religious Higher Education at the 2018 Kemenristekdikti Sinta
96 Awards. Third, the highest Intellectual Property Rights Certificate (HKI) in the Indonesian
97 Ministry of Religion. Fourth, scientific publications indexed by Scopus were 197 documents,
98 with the second position after UIN Jakarta. Fifth, it is included in the top 9 national accredited
99 journals (Redaksi, 2018).

100 The phenomenon of increasing the achievement of UIN SGD Bandung as an Islamic higher
101 education institution as described above requires scientific explanation so that it can be taken
102 advantage of by other Islamic higher education institutions. Many possible explanations can
103 be offered. This study tries to understand this phenomenon from the leadership and teamwork
104 side of this institution by using the phenomenological method. The choice of this approach
105 was based on the argument that during this leadership period there was a surge in institutional
106 achievement both qualitatively and quantitatively. This achievement is most likely related to
107 visionary leadership and effective work teams or to borrow the terms used by Voet and Steijn
108 (2020) team cohesion (Voet & Steijn, 2020). In addition, research on leadership using a
109 phenomenological method ²¹ does not study the attributes of leaders, but rather the basic
110 structure of human "beings" that make it possible to become leaders (Souba, 2014).

111 Several previous studies have found ¹ that visionary leadership is positively related to increased
112 team cohesion and team cohesion management over time. The positive relationship between
113 visionary leadership and team innovation is mediated by team cohesion, but not by team
114 cohesion management (Ubaidillah et al., 2019; Voet & Steijn, 2020; Westley & Mintzberg,
115 1989).

116 This study will explain and analyze the achievements of UIN SGD Bandung in the 2015-2019
117 period, the driving factors, and the role of visionary leaders in creating effective work teams
118 in achieving a number of institutional achievements in accordance with the vision and mission
119 of the institution.

120

121 **Materials and Methods**

122 This research is a qualitative research with the object is visionary leadership and team
123 effectiveness at UIN SGD Bandung. Phenomenology was chosen as the research method used
124 in this study. This method is used to analyze something that appears from the experience or
125 journey of humans both as individuals and groups as well as experiences of an organization
126 (Flora, 2017; Neubauer, Witkop, & Varpio, 2019; Souba, 2014) such as visionary leadership
127 and work team effectiveness at UIN SGD Bandung. The primary data source in this research
128 is the leadership element at the university level as the maker and executor of the work
129 program as well as from the senate elements who approve the work program and supervise its
130 implementation. Secondary data sources are research data or documents related to visionary
131 leadership and the effectiveness of the team at UIN SGD Bandung as well as its output and
132 outcomes.

133 There are several reasons for choosing visionary leadership and the effectiveness of the team
134 at UIN SGD Bandung as the object of this research. First, UIN SGD Bandung is one of the
135 largest UINs in Indonesia and in the last 4 years it has achieved brilliant achievements that

136 exceed other UINs in Indonesia. Second, there is no comprehensive study on visionary
137 leadership and team effectiveness at UIN SGD Bandung.

138 ²⁵ Data were collected using observation and in-depth interviews. The data were analyzed
139 through stages: data reduction, data categorization, data display, data interpretation, and
140 conclusion drawing.

141

142 **Result and Discussion**

143 *Achievements of UIN SGD Bandung in the 2015-2019 period*

144 This period of leadership of the chancellor of UIN SGD Bandung has received many
145 appreciation from the university senate members as well as from the local and central
146 government of Indonesia through the ²⁴ Ministry of Religious Affairs. This was due to the
147 excellent achievements of the chancellor and his work teams in both academic and non-
148 academics areas. Compared to the achievement of previous chancellor periods, this period has
149 got better achievements in many aspects at local and national level. Even in this period of
150 leadership this Islamic higher education institution became more popular regionally and
151 internationally. ³⁹ It is important to note here that since the leadership period before 2015-2019,
152 this institution has signed Memorandum of Understanding (MoU) with many foreign
153 universities and conducted joint activities especially with some universities in Southeast
154 Asian Countries which to some extent has influenced the performance of this period (Arifin,
155 2020).¹ Team performance represents accumulated teamwork and work tasks (i.e., what the
156 team actually does) (Haas & Mortensen, 2016; Schmutz, Meier, & Manser, 2019). Several
157 outstanding achievements during this period, both in the academic and non-academic fields
158 including in the fields of academic and financial administration, among others are as follows.

¹ Tajul Arifin, is a member of the university senate who has served as Head of the Center for Cooperation and Entrepreneurship at UIN SGD Bandung for several periods. He is one of two informen involved in this research. He was interviewed on 10 August 2020.

159 First, the highest score from the Science and Technology Index (Sinta) in the field of
160 scientific publication performance for 3 years, from 2016 to 2018 among the Islamic Higher
161 Education Instituos (PTKIs). The achievement in the field of scientific publication is a proud
162 achievement for higher education institutions. The dissemination of scientific ideas, one of
163 which is done through scientific publications, is one of the main tasks that universities carry
164 out. It is an important part of the ¹⁵ Tri Dharma of Higher Education which includes Education
165 and Teaching, Research and Development, and Community Service (Redaksi, 2018; Senat
166 Universitas UIN Sunan Gunung Djati Bandung, 2020).

167 Second, this Islamic Higher Education Institution received the highest level award for writing
168 scientific articles, Sinta (Science and Technology Index) Awards, in the category of Islamic
169 Higher Education Institutions, in 2018 from the ³² Ministry of Research, Technology, and
170 Higher Education under the name of Deputy Rector 4 (Redaksi, 2018). This achievement has
171 made UIN SGD Bandung a center of attention and an idol as well as a teacher in improving
172 the quality of writing articles for scientific journals indexed by Scopus in Islamic Religious
173 Colleges in Indonesia. Since then, the lecturers of UIN SGD Bandung have been increasingly
174 active in practicing writing articles for scientific journals and some of them have become
175 mentors in writing articles for scientific journals in several Islamic universities in Indonesia
176 (Fathonih, 2020)².

177 Third, this Islamic Higher Education Institution won the highest award in the field of
178 Intellectual Property Rights Certificate (HKI) in the Indonesian Ministry of Religious Affairs.
179 This award is a valid indicator for the productivity of lecturers in the research field. Besides,
180 this achievement also shows the care of the lecturers to protect their work from criminal acts
181 in the world of science (Arifin, 2020).

² Ah. Fathonih is Deputy Rector 3. He is one of two informen involved in this research. He was interviewed on 14 August 2020.

182 Fourth, UIN SGD Bandung won the award ³⁸ from the Ministry of Religious Affairs of the
183 Republic of Indonesia in the field of scientific publications indexed by Scopus with the
184 second position after UIN Jakarta in 2018 (Redaksi, 2018). In Indonesia, as in most countries
185 throughout the world, number of scientific publications indexed by Scopus has become the
186 most important aspect as an indicator of the level of progress of a university. Even in
187 Indonesia, publication in Scopus indexed scientific journals is a prerequisite for achieving the
188 highest academic position as a professor (Arifin, 2020).

189 Fifth, UIN SGD Bandung at the end of 2018 was able to penetrate the 9th rank in the rankings
190 of Islamic universities based on the number of journals owned that were nationally accredited.
191 The achievements in this field are quite prominent achievements with a very far jump from
192 the previous leadership period (Redaksi, 2018; Senat Universitas ⁶ UIN Sunan Gunung Djati
193 Bandung, 2020; UIN Sunan Gunung Djati Bandung, 2015). When the chancellor in this
194 period started his duties, journal management at UIN SGD Bandung was very bad, there was
195 only 1 journal that was nationally accredited. Improvement of this situation has become one
196 of the priorities of the chancellor and his team, and towards the end of his first term of
197 leadership (2015-2019) significant improvements have been seen and are known nationally
198 (Arifin, 2020).

199 Sixth, Study Program accreditation. The achievements in this field make the entire academic
200 community of UIN SGD Bandung very proud. Students are the segment of the academic
201 community that felt the most positive influence from this achievement because it is very
202 directly related to their future. In this aspect, the leadership in this period (2015-2019) started
203 its duties in a condition where the number of Study Programs accredited A was less than the
204 Study Program accredited B and the number of Study Programs accredited C was more than
205 the Study Program accredited B. At the end of the leadership period, the study program

206 accreditation was the opposite. There were even faculties whose entire study programs were
207 accredited A, namely the Faculty of Syari'ah and Law (Arifin, 2020; Fathonih, 2020).

208 Seventh, institutional accreditation. UIN SGD Bandung won an A (superior) for Higher
209 Education Accreditation (APT) from the ³⁷ National Accreditation Board for Higher Education
210 (BAN-PT) since March 26, 2019 with Decree of BAN-PT Number: 125 / SK / BAN-PT /
211 Accreditation / PT / III / 2019 (Arifin, 2020; Fathonih, 2020).

212 Eighth, Library Center accreditation. The Library Center of UIN SGD Bandung achieved A
213 accreditation from the National Library of Indonesia which is valid from 12 April 2018 to 12
214 April 2021 based on Decree No.00043 / LAP.PT / IV.2018 (Fathonih, 2020).

215 Ninth, achievements in financial management. The results of the performance audit of UIN
216 SGD Bandung conducted by the Inspectorate General of the Ministry of Religious Affairs
217 showed a value of 68.00 in 2018, rising to 79.55 in 2019. UIN Bandung contributed to the
218 success of the Ministry of Religious Affairs, which won the Fair without Exception (WTP)
219 for three consecutive years from Supreme Audit Agency (BPK) (Arifin, 2020; Fathonih,
220 2020).

221

222 *The driving factors for the achievements*

223 There are many factors which drove the excellent achievement of UIN SGD Bandung in that
224 period. First, the appearance of a visionary leader, a chancellor who has a good vision in
225 developing the institution. He is Professor Mahmud. Second, the formation of work teams that
226 are able to work effectively and efficiently. The passing of the statute that regulates the
227 appointment of all officials to the full authority of the chancellor, which previously had to be
228 considered by the senate, has benefited the chancellor in this period being able to appoint
229 officials as a solid working team. Third, the formation of good work programs which are
230 suitable ²³ with the vision, mission and goals of the organization. Forth, the proper personal

231 placement in filling each position so the team can work effectively and efficiently. Fifth, the
232 availability of enough budget and its proper use in accordance with its allocation. Sixth, the
233 existence of officials who have good work ethic and good level of honesty. Finally, the
234 implementation of a policy of giving rewards to each individual who achieves and vice versa
235 (Arifin, 2020; Fathonih, 2020).

236 These findings in aline with the theory of visionary leadership which state that every leader
237 must have a clear vision. However, empirically it is often found that there are leaders who do
238 not have a vision or they have a vision, but the vision is not clear. There are also
239 organizational leaders who have a clear vision, but they are unable to make it happen because
240 the company vision does not come from him. Such leaders are not visionary leaders. It is not
241 expected that their role will be able to advance the organization by realizing its vision and
242 mission. A visionary leader is characterized by: broad insight, courage to make decisions, a
243 clear vision and mission, the ability to implement the vision and mission into action, spiritual
244 commitment, strong broad network, innovative, integrity, strategic, problem solver (Ates,
245 Tarakci, Porck, Knippenberg, & Groenen, 2020; Fashola, Akanni, & Ajila, 2016; Westley &
246 Mintzberg, 1989; Winkler, 2010).

247

248 *The role of visionary leadership in creating effective work teams*

249 It is no doubt that the role of ³⁶visionary leadership is very important in the formulation of
250 effective work teams. The chancellor of the UIN SGD Bandung as the top leader at the
251 institution has a very decisive position in creating an effective work team in achieving a
252 number of institutional achievements that accord with the vision and mission of the
253 institution. Professor Mahmud has enough experience and knowledge in leadership and
254 apparently he appeared as a visionary leader. The formation of an effective work team at UIN
255 Bandung is almost entirely due to the great vision of the rector. Without it, a strong and

256 capable team will not be able to work well so as to produce the brilliant achievements
257 mentioned above (Arifin, 2020; Fathonih, 2020).

258 Most of the research results assume that the visionary leadership variable affects other
259 variables directly. There are only a few of these studies which consider the contribution of
260 other variables (Dhammika, 2016).

261 Previous research has also proven that visionary leadership is a significant determinant of
262 ⁴² team innovation mediated by team cohesion (Voet & Steijn, 2020). The ¹ positive relationship
263 between visionary leadership and team innovation is mediated by team cohesion, but not by
264 team binding management (Oztekin, Isci, & Karadag, 2015; Ubaidillah et al., 2019; Voet &
265 Steijn, 2020). Teams have been defined differently, but the meaning refers to an identifiable
266 work unit ¹² consisting of two or more people with certain characteristics. These characteristics
267 include (1) dynamic social interactions with meaningful interdependence, (2) shared and
268 valued goals, (3) different ages, (4) distributed expertise and (5) clearly defined roles and
269 responsibilities (Haas & Mortensen, 2016; Schmutz et al., 2019).

270 According to Billington (1997) there are 3 important things that underlie an effective team,
271 namely commitment (commitment), competence (competence), and common goals (common
272 goals). Commitment is the most important thing in a work team towards achieving work team
273 goals. Commitment is something that makes a person make up his mind and determination to
274 achieve a goal, even though he doesn't know the end result of that goal. Work commitment is
275 a variable that reflects the degree of relationship that individuals perceive to have with certain
276 jobs in the organization (Billington, 1997). There are three types of competencies or abilities
277 that a ³⁵ team must have, namely the ability to solve problems, technical competencies, the
278 ability or skills to understand the work and its goals and at any time be able to plan new
279 things to increase the effectiveness of the work team, and the ability to relate between people
280 (Billington, 1997).

281 Conclusion hanca

282 The achievements of UIN SGD Bandung during the 2015-2019 period are receiving the
283 highest score from Sinta in the field of scientific publication among the Islamic Higher
284 Education Institution institutionally and individually, the highest award in the field of
285 Intellectual Property Rights Certificate (HKI) in the Indonesian Ministry of Religious Affairs,
286 the award from the Ministry of Religious Affairs of the Republic of Indonesia in the field of
287 scientific publications indexed by Scopus, A accreditation for most of Study Program, the
288 library, and institution, and the high score given by the Inspectorate General in financial
289 management. The driving factors for the achievements are the appearance of a visionary
290 leader, the formation of effective work teams, the formation of good work programs, the
291 proper personal placement in filling each position, the availability of enough budget and its
292 proper use, the existence of strong work ethic among the officials, and the implementation of
293 a policy of giving rewards. The role of visionary leadership in creating effective work teams
294 is very important since the chancellor has a very decisive position in creating an effective
295 work team in achieving a number of institutional achievements that accord with the vision and
296 mission of the institution. The formation of an effective work team at UIN Bandung is almost
297 entirely due to the great vision of the chancellor. The phenomenology method should be more
298 frequently used in understanding visionary leadership, since it more concerns with qualitative
299 aspects of leadership.

300

301

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307

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