

The Phenomenon of Leadership Transfer at University of Muhammadiyah Malang, Indonesia

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Abstract: *The phenomenon that occurs at the University of Muhammadiyah Malang has its own peculiarities and uniqueness, starting from the existence of a vision and mission, programmed goals to achievements that satisfy all parties; cannot be separated from the culture that applies and is implemented within the University of Muhammadiyah Malang, including the leadership aspect which is the main thing in an organization. This research was conducted at the University of Muhammadiyah Malang using qualitative methods through a phenomenological approach. The results of this study are that there is a transformational leadership that occurs and there are values attached to the leader as a complete leader, namely he looks charismatic, charisma gives vision and a sense of mission gives a sense of pride in getting awards and trust, especially those felt by his subordinates. Then Leaders in the Transformation era, including inspirational leaders, always communicate high expectations through symbols to focus their efforts and expression of goals in simple and unpretentious methods so that they are easy to understand and follow up. Intellectual stimulation as an important indicator in the transformation of leaders, namely respecting the ideas of their subordinates (Promote Intelligence) based on the development of rationality and solutions to problems that exist at the University of Muhammadiyah Malang so that it becomes a respected university both nationally and internationally.*

Keywords: *Phenomenon, Leadership Transfer, University of Muhammadiyah, Malang*

1. INTRODUCTION

University of Muhammadiyah Malang (UMM) is the best PTM today and has received recognition from the Organizational Leaders as the largest PTM and has even been used as a barometer in the Muhammadiyah higher education environment. University of Muhammadiyah Malang (UMM) is known as a white campus and a red coat as well as a non-governmental institution with a young age and is known as the institution that organizes the largest Muhammadiyah education in the development of charities in Indonesia and UMM is one of the Muhammadiyah universities (PTM).) of the 172 existing PTMs.

Another momentum, namely UMM as a PTM, was marked by the obligation to create a cadre of union movers. This is an advantage as well as the characteristics of PTM compared to other PTS and even PTN. So Muhammadiyah hopes that PTM, especially from UMM, will produce Muhammadiyah cadres with good scientific quality by having a Bachelor's degree which at that time was still rare in Muhammadiyah. Then they are expected to be the movers of science and technology *ijtihad* and also carry out their *tajdid* (reform) functions in the socio-religious sphere without certain limitations.

There are several breakthroughs, including: First, the leadership is removed from the formalization system, so that its performance can be distributed as widely as possible; with *Al-Islam Kemuhammadiyah* can continue to be applied to anticipate the future demands of Islam and modern Indonesia in the future. Second, the leadership and the academic community continue to move forward with the hard work of all parties so that the UMM institution in particular continues to stand strong, fulfills its own needs, is professional on the basis of trust, is confident and open, so that it can eliminate formality-style work habits. Third, instilling Islam and *kemuhammadiyah* through *amaliah* and scientific concepts in all circumstances. So that all the provisions generated by the data

are applied in the Tridharma of Higher Education through the concept of "content-intensive" according to the vision and mission as well as the facilities owned. Fourth, make all study programs as modest, dynamic and open study programs. In other words, there should be no specificity in its implementation, all study programs must be the same with other study programs, which will then have an impact on the implementation of interdisciplinary study programs with special skills for students. Fifth, as an added value of the four main consolidations, UMM must be used as an Islamic educational institution that is conducive for all parties to produce Muslim scholars or "ulama plus".

All of the things mentioned above cannot be separated from the characteristics of UMM which have been imprinted in the existence of the motto "UMM From Muhammadiyah for the Nation". So that directing organizational culture aims to build independence that contributes through the motto and a high sense of nationalism that continues to be pursued within the Civitas. As a Muhammadiyah-owned charity, UMM always displays seriousness, dedication and achievement to advance the nation.

Higher Education Institutions such as the University of Muhammadiyah Malang, with their reality as part of the phenomenon of an organization, starting from the vision and mission, the programmed goals to the achievements that satisfy all parties; cannot be separated from the culture that applies and is implemented within the University of Muhammadiyah Malang, including the leadership aspect which is the main thing in any organization, including in higher education institutions such as UMM. So that with their leadership culture, they can make UMM have different values from other private universities so that both the UMM community and the community can assess and see UMM's journey as an educational institution that has its own characteristics, especially in carrying out its organization and leadership. Therefore, it becomes a special attraction when it is discussed, especially UMM with the various phenomena that exist in it.

2. LITERATURE REVIEW

Competition that occurs in the era of industrial revolution 4.0 and towards the era of the industrial revolution 5.0 currently requires all sectors of life and organizations to prepare themselves, because the era of industrial revolution 4.0 opens opportunities to compete openly. Including the organization with the preparation and readiness that has been carried out, of course, the organization has a great opportunity to carry out organizational development. Then there is the problem that arises, namely how an organ can reach the highest level in order to excel in all types of competition. (Daulay et al., 2019).

A competitive organization is supported by organizational performance and organizational performance will be realized if it is supported by all available resource factors. Availability of Human Resources (HR) is a must for an organization when it wants the best performance. Human resources are fundamental in determining the continuity of the organization (Husin et al., 2012). In the world of organization, HR is used as an asset and a determining factor for production to always be developed in institutions, training and good communication procedures. One form of implementation of communicating and relating to other humans in the organization as well as carrying out management functions is providing motivation. Interest in work, initiative, creativity, loyalty, dedication can be fostered through motivation.

A success or achievement achieved by the organization is not enough just to rely on the preparation of strategies and complete facilities, but also requires organizational readiness in the field of organizational leadership. (Bass, 1985; Khairizah, 2015). Even having a leader with adequate knowledge and knowledge does not guarantee the expected results, so it requires commitment in order to implement and realize the vision consistently. The sustainability of the organization and employees in the organization is also much influenced by the existence of the leader. The main factors in the scope of employee commitment are employee loyalty to the organization, participation in a field of work, identifying the values and goals of the organization to achieve a performance according to organizational expectations (Devita and Musadad, 2017).

Commitment includes commitment and motivation and goals are employee characteristics that must be possessed by every employee that the organization must know (Mathis and Jackson, 2006). Employee commitment is very influential on a person's performance in completing their duties, so that commitment is considered important in the organization. Employees with high commitment make employees behave professionally and implement every applicable and mutually agreed value in the organization (George and Sleeth, 2000; Handoyo, 2015)

Currently, UMM's status is as one of the best private universities/higher education compared to other private universities/higher education; as an educational institution within the scope of a private university that is sheltered by the Persyarikatan Muhammadiyah organization, Muhammadiyah universities have a mandate as a learning center in preparing and producing the best quality human beings, of course, equipped with moral skills in accordance with Islamic religious values. As proof that UMM is a higher education organization capable of producing many quality graduates, in this modern period its students have achieved academic achievements and their graduates have been recognized by the public since 1964; The University of Muhammadiyah Malang (UMM) has made a real contribution with the distribution of more than 104,530 alumni with expertise, knowledge and knowledge that are currently located in various parts of the archipelago and even at the international level. All of them certainly have their respective contributions according to their fields and professions. One of them is in the fields of businessmen, administration, state, politics, and even scholars both in the archipelago or globally.

Based on reality, UMM has overseen half of the history of the progress of the organization that houses it, namely Persyarikatan Muhammadiyah. Persyarikatan Muhammadiyah was founded by KH. Ahmad Dahlan. The current age of the Muhammadiyah Association has exceeded one century and the Muhammadiyah association as the oldest community organization has survived and experienced rapid progress. The phenomenon of UMM development based on the period there are four important eras, namely the era of pioneering, the era of consolidation, the era of development and even the era of expansion. progressive.

3. METHODOLOGY

The research method used in this study to describe and present the analysis data using qualitative methods through the Edmund Husserl phenomenology approach by taking data in the form of observations, interviews, documentation, which is then carried out data classification, data reduction and then analyzed using theories and approaches that have been determined by researcher.

4. RESULT AND DISCUSSION

4.1. Leadership and Organizational Culture

Since Charles E. Merriam pioneered it at the University of Chicago, United States, the positivism school of thought became a very strong opinion which later became known as The Chicago School or the Chicago School by starting a new approach in political science (Prosperous, 2016; Weber, 2009). Political culture is the activity or behavior of the personality of life both in the nation and in society, in the implementation of government administrative patterns, government politics, law, customs, and daily norms which are then internalized by the whole community in every corner of their lives. (Vasu et al., 2017; Windarwati et al., 2016).

David Easton proposed a theory about the political system which was later developed by Gabriel Almond. This theory colored the study of political science in his time. Gabriel Almond and Sidney Verba in the study of political science which later became known in theoretical circles related to the theory of political culture whose goal is to produce leaders in an environment or organization. Gabriel and Sidney Verba conducted a study in five countries, then the study resulted in the book *The Civic Culture* and this book was very influential in the 1960s and 1970s. The book *The Civic Culture* became a basic reference for the development of political culture in democratic life, including in terms of leadership whose process is conditional. of political struggle. (Okaybaram, 2013; Windarwati et al., 2016).

Leadership studies and ideas that are still so rare in reality open up opportunities for in-depth and dynamic studies. Moreover, in the initial discussion, it was stated that the leadership problem was more than a technical problem. Therefore, it can be understood that leadership is a key factor in human resource management and the main role of every organization, be it large or small. In particular, those relating to universities as objects of leadership studies (Rohaeni, 2016).

Higher education as an educational institution such as the University of Muhammadiyah Malang, in the organizational theory approach is a form of organization that has a large scale. Therefore, the problem of human resources (human resources) is an element that cannot be ignored in the institutional development of educational institutions, in this case, universities. Educational institutions, through their form of universities, will experience better development and change if they are supported by strong and quality human resources.

Higher education is a public organization, including in this case higher education organizations or institutions such as the University of Muhammadiyah Malang; its workers (employees) as part of the organization's human resource elements are actors in it, their steps and movements are strongly influenced and determined and depend on direction from superiors (leaders). If a leader does not have sufficient abilities, then all the very heavy tasks and responsibilities cannot be done and completed properly (Rohaeni, 2016; Sahertian, 2010).

Leaders will have recognition and be recognized if they can influence and are able to direct subordinates and members who are led with the same steps towards the goals and objectives of the institution being led. These conditions and facts are the main issues (trending topics) in the development of management science studies (Husaini and Fitria, 2019). Not a few of the main issues that are widely discussed in the media that explore the topic of leadership. The role of leadership becomes strategic to achieve the mission and vision as well as the goals of each organization.

The quality of leaders in higher education institutions such as the University of Muhammadiyah Malang is the most important measure of organizational success and failure. Organizational success or failure, whether business or social oriented, is generally interpreted as a manifestation of the success and failure of leaders. This condition is the concern and focus of the study in organizational behavior. Conceptually, in the view of organizational theory, leaders have an important role in implementing and controlling strategy (Brown and Gaylor, 2002).

The logical consequence of the strategic role of the leader is the responsibility to give full, thorough and serious attention in coaching, movement and direction as well as mobilizing all potential employees in the organizational environment so that all work and activities lead to the expected common goals and objectives. In such a situation, the leader needs and always tries to do serious and directed direction towards the members of the organization in order to build a shared commitment. In the end, it is able to increase maximum organizational performance (Brown and Gaylor, 2002; Habib et al., 2014).

The success of the organization of the University of Muhammadiyah Malang is indicated by the achievement of the goals and objectives that are targeted and set. In addition, organizational success is also capable of fulfilling organizational social responsibilities. This success cannot be separated from the leadership's ability to move all components of the organization towards the goals and objectives achieved. Leadership is a group phenomenon that includes interactions between two or more groups which also involve a process of mutual influence. This process of mutual influence is very useful for leaders and their subordinates. This statement can be interpreted broadly that the application of this mutual influence is not only to want to work but also motivation for progress, enthusiasm and trust. The same thing was stated by Siagian in who explained that leadership can be defined as a person's ability to influence others (Ningsih, 2016).

University of Muhammadiyah Malang as an organization has a form of interaction between individuals and community groups to achieve organizational goals and organizational activities. This cannot be separated from social dynamics and the function of the leader to direct, coordinate and make changes as well as motivate individuals in the organization. Therefore, the leader is a person who has the ability to influence others and has managerial authority so that the organization can be directed in accordance with the organizational goals set. Kreitner and Kinicki I am a leader can actualize and apply more than one leadership style (Khairizah, 2015).

Leaders also need to understand the culture of an organization they will lead, including within the University of Muhammadiyah Malang; that culture in an organization is the basis for understanding human social life itself. Culture has a fundamental concept for understanding society and individuals in community groups. The culture that exists in a society, the difference can be seen through the members in community groups, where they interact with each other and include the method of completion in work (Awaluddin, 2018). Organizational culture affects the success or failure of a company or company organization. A strong organizational culture can be used as a reason for the success of the organization's journey, but on the other hand a strong culture is difficult to change due to organizational problems (Sarwoko, 2007).

Clarify the concept of organizational culture which is used as a cognitive framework consisting of attitudes, values, behavioral norms, and expectations that will be shared by members of the

organization (Susanty, 2012). However, organizational culture is a core character that must be valued collectively by every member of the organization. Another opinion that is more philosophical in nature is conveyed providing an understanding of organizational culture as what is felt, and how this understanding can give birth to beliefs, values and expectations (Taurisa and Djastuti, 2012; Windarwati et al., 2016) .

Organizations such as the University of Muhammadiyah Malang, for the most part, are seen as a rational forum for coordinating and controlling organizational members. However, organizations also have personality traits like individuals in organizations that can be rigid and flexible, innovative or conservative. For this reason, a philosophical and operational understanding is that organizational culture has fundamental philosophical values that contain collective beliefs, norms and values that become the core character of the method of doing things within the company (Schein, 1990).

The organizational culture of the University of Muhammadiyah Malang in its formation was greatly influenced by the leader, the founder of the organization and the actions of the founder of the organization became the initial culture of the organization's journey. An important factor for the existence of this organizational culture is the opportunity factor for leaders to resolve crises and plan organizational culture processes. A leader is responsible for the success of the organization. For this reason, leaders have the opportunity to carry out organizational culture along with a new set of perspectives, values and assumptions for the organization's journey (Schein, 2010).

4.2. Collaboration of Reformist Leadership and Organizational Culture of University of Muhammadiyah Malang

The process of forming organizational culture is greatly influenced by the founders of the organization, both in terms of the philosophy of the founders and the characteristics of the founders. This is due to the enormous influence of the founders of the organization, both in terms of the selection process for detection, including distributing personnel with knowledge, experience, and job skills with an orientation to organizational success. This action is the action of top management in regulating the climate that generally applies in the organization and can be accepted by members of the organization in the form of speech and behavior in carrying out the norms that affect existing members of the organization. The success of the organization in disseminating the values in accordance with the values of the organization is then applied to new members of the organization who pass the selection process so that top management uses the socialization method through the arrival stage, the meeting stage and the metaphysical stage. (Robbins & Judge 2012

Higher education is a public organization, the workforce which is part of the organization's human resources/HR becomes the main actor, all of its activities are then affected and determined and depend on instructions/orders from their leaders. This organizational style leadership philosophy, he had run in the early days of leadership. On the other hand, it makes the implementation of higher education less professional. All of that cannot be separated from the reality that teaching at UMM has not yet become the main job. Because, not only lecturers, but also administrators at UMM still have other activities outside of UMM. Thus, their interests and work at UMM were always carried out after their main work was completed.

It's not even surprising if then the organization runs as it is. As a result, the organization only runs modestly, is unprofessional and does not seem to have the enthusiasm to realize its vision and mission. In terms of decision making, it is not much different. There are often overlapping decisions and authorities between UMM and Muhammadiyah. So that between the interests of the organization with the interests of the development of educational institutions is often difficult to distinguish.

Departing from this phenomenon, there are also theoretical basic arguments about leadership and organizational culture through a phenomenological approach which emphasizes that every individual is certain to experience a phenomenon with all his consciousness. So, whatever is expressed by the subject in this study is an exploration of experiences that have been passed and felt consciously. In this case, including the figure of Abdul Malik Fadjar who was the main figure in the major changes that occurred at UMM. Namely someone who has the advantages and abilities in carrying out leadership as UMM Chancellor and brought many changes and succeeded in bringing UMM to become one of the leading universities nationally and internationally.

Malik Fadjar's experience of studying in the United States is one of the benchmarks, references as well as discussion material to be discussed with leaders and lecturers. The establishment of the UMM campus building on Jalan Bandung is a form of Malik's seriousness in building his dream for UMM. The building which is now considered as a milestone in the history of UMM's progress was used as a place for discussion and cadre of young lecturers who were considered to have a vision to raise UMM.

Since then, Malik Fadjar began to aggressively carry out consolidations. Especially the ideal consolidation in order to instill the ideology he wanted in order to raise UMM. This ideal or ideological consolidation concerns fundamental issues, values, visions, and ideals that were built and used as guidelines for developing UMM in the future. Not only that, Malik Fadjar also carried out structural consolidation that puts forward a more professional organizational arrangement with a clear division of tasks and functions. Meanwhile, Malik Fadjar's personal consolidation is to get closer to the personnel so that other consolidations can run well and there are no obstacles or other conflicts. This phase is the beginning of Malik Fadjar starting to apply an activist leadership style. Not only consolidation, Malik fadjar also has more frequent discussions and after the discussion, they also do real work to realize the discourses they have discussed

He also emphasized that to realize all that, there is no need to be extravagant. No need to be expensive. Enough with simple forums filled with a friendly atmosphere. This principle he applies strictly and firmly without being negotiable. The discussion participants who were also present were never able to sue or just ask about when the time was right for the discussion, how long the discussion lasted. Everything depends and is only based on the decision of Malik Fadjar alone. Including what themes will be used as discussion material, and what treats will be given as snacks to accompany the discussion. If there is someone who does not want to attend or wants to go home early, then he does it secretly because he is reluctant. They always think, if the leader hasn't come home how could they possibly go home first.

The activist style that was applied in the early days of his leadership was indeed effective, especially in carrying out ideal, structural and personal consolidation. According to Malik Fadjar, the three consolidations require seriousness and intensity of transformation to all levels. Regular discussions are a powerful way to facilitate that consolidation. Consolidation is a medium for meeting between generations, even between teachers and students, between seniors and juniors. According to him, the world of education is thick with the nuances of the teacher-student relationship, so that the best consolidation can be done.

Every interpretation of the experience of leading Malik Fadjar, we can understand that Malik Fadjar is a leader who adheres to organizational principles and adheres to the constitution of the institution. Thus, every action he takes has a constitutional basis. This leadership style includes a formalistic-structural style. Leadership that adheres to the rules as a guide in carrying out its duties and functions as a leader. This makes the rules as a guide for carrying out the duties and functions of the leadership. He is also obedient to Muhammadiyah in providing views on the organizational structure of the association. Thus, the relationship pattern between UMM and Muhammadiyah could be built directly with the Central Executive.

However, it seems that it doesn't just stop at one point, because in research with a phenomenological approach, interpretation of reality is a necessity, so that the formalistic-structural style run by Malik Fadjar adheres to the positivistic tradition, where everything can be clearly controlled with a certain measure. .

The flexibility of the decision to extend Malik Fadjar's leadership period was interpreted by himself as part of his adherence to the PTM Qaidah as well as proof that compliance with the constitution was part of his positivistic attitude because it was based on the rules and regulations that were applied. In his view, this University has two sides that are equally strong. Thus, both must run in harmony with the appropriate leadership style so that both can work together. Thus, when leading UMM, Malik Fadjar did not only focus on academic development. But also to synchronize between UMM and Muhammadiyah. Especially so that the position and role of Muhammadiyah as an institution that oversees UMM can still be seen and emerge firmly. This commitment is important because it gives color to the leadership ideology at UMM.

Malik Fadjar considered the conditions and the fact that UMM grew from the bottom up and was considered important by Malik Fadjar because that is where the real strength of this private university is. Confidence is grown in such a way that UMM has been able to become great and rise independently on its own feet. This is what makes the leadership culture at UMM very pronounced between professionalism without exception and positive organizational culture values that are continuously strived to create continuity and continue to strengthen each other.

Likewise, his feelings at the beginning of the leadership were colored by ridicule and looked down upon by the rectors of other campuses with condescending remarks. Even though he actually knows the actual conditions inside and can predict what will happen in the future. Every individual leader must have a need for achievement. Indirectly, organizational culture is a core character that must be valued collectively by every member of the organization. Another opinion that is more philosophical in nature is conveyed providing an understanding of organizational culture as what is felt, and how this understanding can give birth to beliefs, values and expectations within UMM. (Taurisa and Djastuti, 2012; Windarwati et al., 2016).

This achievement-oriented leadership style will certainly elevate and provide satisfaction values if the tasks are structured and not repetitive. Tasks are carried out with confidence and hope that tasks and goals will be completed with high motivation. So then the achievement is actually achieved. Malik Fadjar understands very well that his leadership process and style are in a position of leadership transformation in all eras of UMM. Therefore, the transitional position from the earlier paguyuban style was applied by his predecessors to the activist leadership style and formalistic-structural leadership.

This transformative leadership must at least prove 4 (four) main components, namely: (1) idealized influence (2) inspirational motivation (3) intellectual stimulation and (4) individualized consideration. Namely 1. A Malik Fadjar as described above has a fairly high ideal in his leadership; that is, he can exert his influence/authority on the organization and also on his subordinates. 2. Malik Fadjar through his past achievements and also when he led UMM, in fact has a side that can be used as inspiration by his subordinates who incidentally will continue the leadership relay in the organization; for example personal achievements or achievements in the field of science and leadership. 3. Malik Fadjar also mastered his field of knowledge, one of which was in the field of education, but in other fields he had similar abilities so that his leadership journey was really full of stimulation for the rise of knowledge in various fields at UMM. 4. Consideration of Malik Fadjar as a leader at UMM, of course, accompanied by a mature process, both in the past when he was gaining knowledge or when he led UMM, as evidence as confirmed by the informant in this study, that Malik Fadjar is a complete history, both individually and as an organization where experience and achievements can be proven in real terms.

That is, there is a long process that he goes through through a process of activism in ways of consolidation before he can actually carry out an established leadership style in the form of an established and solid structure. To build the progress of the University, he gives priority to aspects that are abstract, namely dreams and ideals (vision). The vision is translated into structure and division of labor in good management. Malik Fadjar wants to invite everyone to think about the institution together. Not just leaders. For that we need a kind of contract between leaders and subordinates which is the hallmark of modern management.

The leadership culture brought by a former activist and someone who had studied in America for a long time, turned out to be a leader with complete character. However, Malik Fadjar behind all the experiences, including the character of leaders and leadership management who were brought all the way from America by making Muhammadiyah as his leadership ideology on the basis of the desire to advance Islam and community da'wah. Mainly because they were influenced by the teachings of KH Ahmad Dahlan and KH AR Fachruddin who implemented faith and good deeds. KH AR Fachruddin (Chairman of Muhammadiyah Central Executive period 1969-1990, the longest in Muhammadiyah history) was one of the figures whom MF idolized so that his actions were followed. In addition, the Minister of Religion, Mukti Ali, who served in 1971-1978, was also a figure who was often used as a reference in his attitude, giving birth to a unique collaboration that proved successful.

The leadership philosophy taken from these idolized figures, Malik Fadjar does not want any weaknesses in its implementation to the lowest level. His leadership is included as a leader with strong and entrenched Islamic religious values. Thus, the exemplary principle he brings can be used as a philosophical value which is a value requirement and is continued by his successors. This also further shows that Malik Fadjar's leadership has an end to the example of the leadership of the Prophet Muhammad.

5. CONCLUSION

The conclusion in this study is that the leader should understand the culture of an organization he will lead, including at the University of Muhammadiyah Malang, that culture in an organization is the basis for understanding human social life itself. Culture has a fundamental concept for understanding society and individuals in community groups. The culture that exists in a society, the difference can be seen through the members in the community group, where they interact with each other. Organizations such as the University of Muhammadiyah Malang, for the most part, are seen as a rational forum for coordinating and controlling organizational members. However, organizations also have personality traits like individuals in organizations that can be rigid and flexible, innovative or conservative.

Transformational leadership as discussed above, there are several values attached to the leader as a complete leader, namely looking charismatic, Kharisma providing a vision and Sense of Mission giving a sense of pride in getting appreciation and trust, especially those felt by his subordinates. Then he is an inspirational leader who always communicates high expectations through symbols to focus efforts and the expression of certain goals in a simple method so that it is easy to understand and follow up. This is also part of the behavior of a transformational leader who can stimulate the enthusiasm of his subordinates, including how he prepares his successor so that the leadership pattern and organizational rules that have been championed can be continued for the development of UMM; In this case, it is very visible how Malik Fadjar and his successor, Muhadjir Efendy.

On the other hand, the point of intellectual stimulation as an important indicator in the transformation of leaders is to appreciate the ideas of their subordinates (Promote Intelligence) based on the development of rationality and solutions to problems carefully. Transformational leaders motivate subordinates to rethink old methods of carrying out tasks or make changes to their past through their ideas and thoughts. Malik Fadjar as a leader with a transformational style pays attention to the personality of his subordinates, respects the differences of each individual, gives advice and directs, establishes open relationships and communication with his subordinates, so that the organization at UMM becomes professional as it is today and makes a well-respected university nationally. and international.

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