

FAST Leadership Model for University Leaders Performance in Pharmacy Faculty: Yesterday, Today and Tomorrow

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ABSTRACT

The purpose of this study was to examine the relationship FAST Leadership or Islamic Leadership (Fathonah, Amanah, Sidiq and Tablig) on university leaders' performance in the three period, the 2010-2019 period is called yesterday, the 2020 period is called today and the next year after 2020 is called tomorrow. The influence of trust (Amanah) on university leader's performance. Influence of (Fathonah) on performance. The influence of Communicative (Tablig) on university leader's performance. The method used in this research is quantitative method. Data collection was carried out by distributing questionnaires to university leaders in Jakarta. Respondents in this research were university leaders, total 120 respondents. Electronic online questionnaires were distributed using simple random sampling technique. The conclusion in this study is that Honesty (Sidiq) has a positive and significant effect on university leader's performance, Trust (Amanah) has a positive and significant effect on performance, Smart (Fathonah) has a positive and significant effect on university leader's performance, Communicative (Tablig) has a positive and significant effect. on the performance of university leaders for 3 periods have same result.

Keywords: FAST Leadership, Islamic Leadership University Leaders, Work Performance,

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INTRODUCTION

In the era of the industrial revolution 4.0 for universities and other educational institutions. Universities must have a strategy that is capable of transforming and innovating to deal with it. This is so that schools and businesses that have been built are not crushed by the times and their development is hampered (Agistiawati et al., 2020; Asbari, 2015; Jumiran et al., 2020; Novitasari, Asbari, Wijaya, et al., 2020; Nuryanti et al., 2020; Sudiyono, Fikri, et al., 2020; Yuwono, Novitasari, et al., 2020). Schools must already have an integrated travel map so that the direction of business development is clearly visible. Among the strategies that are urgent to pay attention to is readiness for change in each organization, especially in globally oriented educational organizations (Fayzhall, Asbari, Purwanto, Basuki, et al., 2020; Sutardi, et al., 2020; Nuryanti et al., 2020; Budi Santoso, et al., 2020a; Sudiyono, Goestjahjanti, et al., 2020). Today's global competition requires readiness to change without a break from every education person. The

conditions of the Covid-19 pandemic that are currently hitting the world, including Indonesia, necessitate changes in the latest business situation and conditions (Purwanto et al., 2020; Purwanto, Asbari, Fahlevi, et al., 2020b; Setyowati Putri et al., 2020). Therefore, management is obliged to take practical and strategic steps to bring the organization out of the crisis that has almost "drowned" some educational institutions that are not well prepared.

Therefore, paying attention to leadership practices in every social unit of society, especially in business organizations is important and precarious (Asbari, Chi Hyun, Wijayanti, et al., 2020; Asbari, Hyun, Wijayanti, et al., 2020; Asbari, Pramono, Kotamena, et al., 2020; Asbari, Purwanto, Fayzhall, et al., 2020; Asbari, Purwanto, Maesaroh, et al., 2020; Asbari, Wijayanti, et al., 2019; Asbari, Wijayanti, Hyun, et al., 2020; Fikri et al., 2020; Sopa et al., 2020a, 2020b). However, in the research field it was found that leadership practices did not have a significant

effect on the performance of university leaders, as are some of the following studies: (David et al., 2017; Eliyana et al., 2019; Khalifa Elgelal & Noermijati, 2014; Makena, 2017; Monoyasa et al., 2017; Putri & Soedarsono, 2017; Siswatiningsih et al., 2019). In contrast to several other well-established studies which state that transformational leadership has a significant effect on teacher performance (Asbari, 2019; Fayzhall, Asbari, Purwanto, Goestjahjanti, et al., 2020; Jumiran et al., 2020; Maesaroh et al., 2020; Nugroho. et al., 2020; Waruwu et al., 2020; Yanthy et al., 2020). Since there is still a research gap in the relationship between transformational leadership, readiness for change and teacher performance, this research is deemed necessary. For example, research (Mahessa & NRH, 2016) states that leadership has a positive and significant impact on university performance, while research (Susyanto, 2019) has found different evidence that transformational leadership does not have a significant effect on university leader performance. Therefore, this research gap encourages researchers to elaborate more deeply and broadly about the relationship between the two constructs.

FAST is the behavior of Fathonah (smart), Amanah (trust (. Shiddiq (honest or true), and Tabligh (communicative). Fathonah (intelligent) means intelligent intellect, healthy mind, sincere heart, and sharp feelings. If someone is honest, trustworthy and tabligh, of course he has an intelligent character. Intelligence can be derived in behavioral indicators, namely (1) can solve problems, (2) a healthy mind, (3) a sincere heart, (4) feelings that are sensitive to conditions, (5) know the right way of communication, high intellectual and professional. Fathanah means intelligence. Intelligence is an indicator of individual success in life. Fathanah is defined as intelligence, proficiency, or mastery of a certain field. Intelligence is the ability to think faster, solve problems more easily, and solve difficulties more precisely than other individuals. According to Toto Tasmara (2001: 212) "Fathanah is intelligence which includes intellectual, emotional, and especially spiritual intelligence". The view of Abdul Malik (2013: 197) Fathanah individuals not only master their field of knowledge, but also have a strong spiritual dimension. Not only smart but also have wisdom and wisdom in thinking and acting.

Amanah (trustworthy) Amanah generally means being responsible for what it carries, keeping promises, carrying out orders, fulfilling justice, giving appropriate laws and being able to carry out something according to agreement.⁷ Trustworthiness is an effect of being honest. Someone who is honest will certainly be trusted by others. The behavioral indicators of the nature of this mandate are as mentioned above. interpreted; (1). As something entrusted to others; (2). Security and security; (3) trustworthy and loyal, kind, true, trustworthy, sincere, honest, sincere, while the antonym is treason. The word "to entrust" means to entrust, account for, entrust or hand over the mandate, which means truly trustworthy. Trustworthy individuals always want to display attitudes and behaviors that are trustworthy, respectful and respected. According to Toto Tasmara (2001: 221) Amanah is a spiritual power that is always received with great trust, respect and trust.

Shiddiq (honest or true) This trait can be derived in indicators, namely being honest or true in deeds, words, agreements, and hearts. Honest linguistically has many meanings, including: (1). Reliable, true, clean, bona fide, credible, upright, white-

hearted, plain; (2). Be outspoken, direct, open, straightforward; and (3). Sincere, sincere. In addition, along with the development of the Indonesian language, there are other expressions that are commensurate with the meaning of honesty, namely integrity, truth, straightness (heart), innocence, openness, candor, sincerity, credibility, morality, validity. The opposite of honesty is cheating. Sidiq is defined honestly. Honesty is a spiritual component that reflects various praiseworthy attitudes. Honest individuals are individuals who dare to express their attitude transparently, free from all falsehoods and fraud. Sidiq is divided by Toto Tasmara (2004: 192) into three parts, namely being honest with yourself, being honest with others. According to Marzuki (2015: 98) Being honest with yourself is taking the side of the truth. The indicators of people who are honest with themselves are walking with self-confidence, standing on the truth, being independent, having authentic awareness, and having the courage to defend the meaning of life and their identity to be responsible, disciplined, and obedient. Furthermore, being honest with others is not just saying and doing the right thing, but trying to provide the greatest benefit for others

Tabligh (convey) Tabligh means conveying the truth through role models and feelings of deep love. As emphasized by Marzuki (2015: 97) " a superior communicator accompanied by messages not only verbal, but followed by real charity movements. Tabligh values provide content that includes aspects of communication skills, leadership, development and improvement of the quality of human resources, and the ability to manage something. Leaders are not dealing with inanimate objects that can be moved and moved according to their own will, but leaders are dealing with human people who have various tendencies. Therefore, communication is the key to a good relationship between leaders and people. One of the characteristics of the strength of communication of a leader is the courage to tell the truth even though the consequences are severe. Tabligh can also be interpreted as accountable, or open to assessment. Accountability is related to the attitude of openness (transparency) in relation to how to answer something in front of other people. Thus, accountability is an inherent part of credibility. The more good and true the accountability you have, the greater the credibility savings as a result of depositing people's trust.

RESEARCH PROBLEM

This research was carried out because there is no research on fast leadership in Indonesia. The purpose of this study was to examine the relationship FAST Leadership or Islamic Leadership (Fathonah, Amanah, Sidiq and Trust) on university leaders performance in the three period, the 2010-2019 period is called yesterday, the 2020 period is called today and the next year after 2020 is called tomorrow. The influence of trust (Amanah) on university leader's performance. Influence of (Fathonah) on performance. The influence of communicative (Tabligh) on university leader's performance

METHODS

Metode yang dipakai dalam penelitian ini adalah metode kuantitatif. Pengumpulan data dengan menyebarkan angket kepada university leaders di Jakarta. Model penelitian bisa dilihat pada Gambar 1. Angket online didesain tertutup kecuali untuk pertanyaan/pernyataan mengenai identitas responden yang berupa angket semi terbuka. Tiap item

pertanyaan/ Pernyataan tertutup diberikan lima opsi jawaban, yaitu: sangat setuju (SS) skor 5, setuju (S) skor 4, netral/ ragu-ragu (N) skor 3, tidak setuju (TS) skor 2, dan sangat tidak

setuju (STS) skor 1. Metode untuk mengolah data adalah dengan PLS dan menggunakan software SmartPLS versi 3.0.

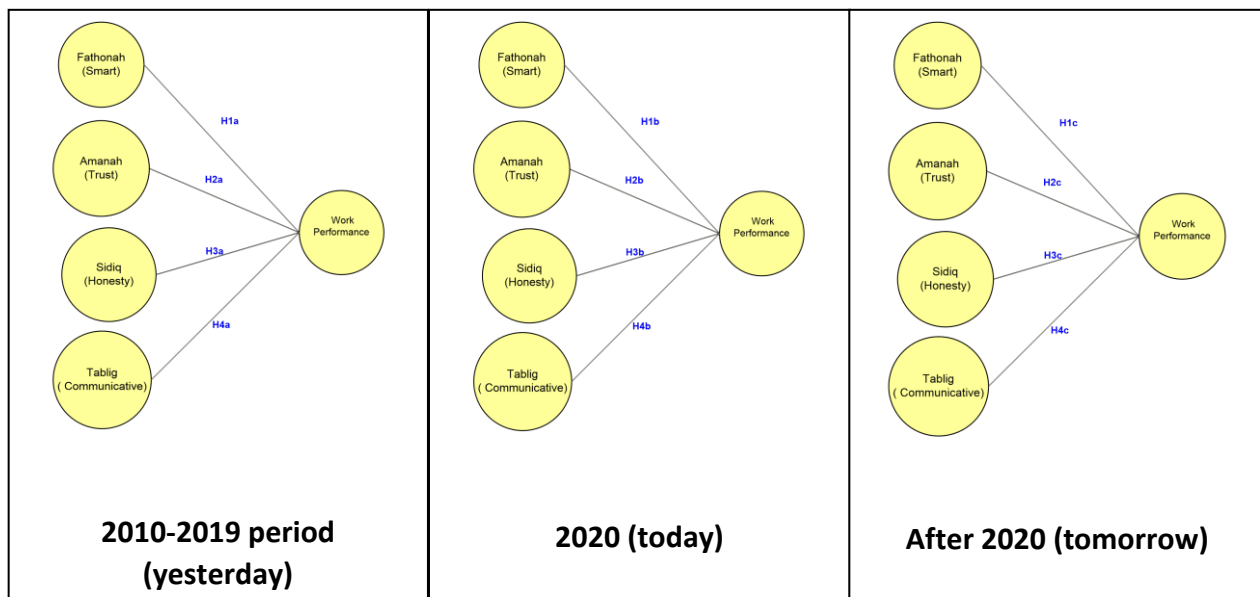


Figure 1. Research Model

The hypothesis in this study for the 2010-2019 period (yesterday)

- H1a:** Honesty (Sidiq) has a positive and significant effect on university leader's performance.
- H2a:** Trust (Amanah) has a positive and significant effect on university leader's performance.
- H3a:** Smart (Fathonah) has a positive and significant effect on university leader's performance.
- H4a:** Communicative (Tablig) has a positive and significant effect on university leaders performance.

The hypothesis in this study for the 2020 period (today)

- H1b:** Honesty (Sidiq) has a positive and significant effect on university leader's performance.
- H2b:** Trust (Amanah) has a positive and significant effect on university leader's performance.
- H3b:** Smart (Fathonah) has a positive and significant effect on university leader's performance.
- H4b:** Communicative (Tablig) has a positive and significant effect on university leaders performance.

The hypothesis in this study for the after 2020 period (tomorrow)

- H1c:** Honesty (Sidiq) has a positive and significant effect on university leader's performance.
- H2c:** Trust (Amanah) has a positive and significant effect on university leader's performance.
- H3c:** Smart (Fathonah) has a positive and significant effect on university leader's performance.
- H4c:** Communicative (Tablig) has a positive and significant effect on university leader's performance.

Data collection was carried out by distributing questionnaires to university leaders in pharmacy faculty. Respondents in this research were university leaders, total 120 respondents. Electronic online questionnaires were distributed using

simple random sampling technique.

Table 1. Respondents Descriptive Information

Criteria		Total
Age (per July 2020)	< 30 years	60
	30 - 35years	30
	> 35years	30
Working Periode	< 5 years	70
	5-10 years	40
	> 10 years	10
Highest Education	≥ Master Degree	50
	Bachelor Degree	70

Based on the results of the questionnaire for respondents under 30 years of age, there were 60 university leaders, between 30 and 35 years of age there were 30 leaders. The working period under 5 years is 70 leaders, the working period is between 5 to 10 years is 40 leaders and the working period above 10 years is 10university leaders. Highest Education Master Degree is 50 leaders, Bachelor Degree is 70 leaders.

RESULTS

The testing phase in this research includes testing for convergent validity and discriminant validity. To test the construct reliability, Cronbach's alpha and composite reliability were used. The results of the PLS analysis can be used to test the research hypothesis if all indicators in the PLS model have met the requirements of convergent validity, discriminant validity and reliability testing. Convergent validity testing is done by looking at the value of the loading factor of each indicator against the construct. For most references, a factor weight of 0.5 or more is considered to have sufficiently strong validation to explain latent constructs (Chin, 1998; Ghozali, 2014; Hair *et al.*, 2010). In this study, the minimum size limit for the accepted loading factor is 0.5, provided that the AVE value of each construct is > 0.5 (Ghozali, 2014

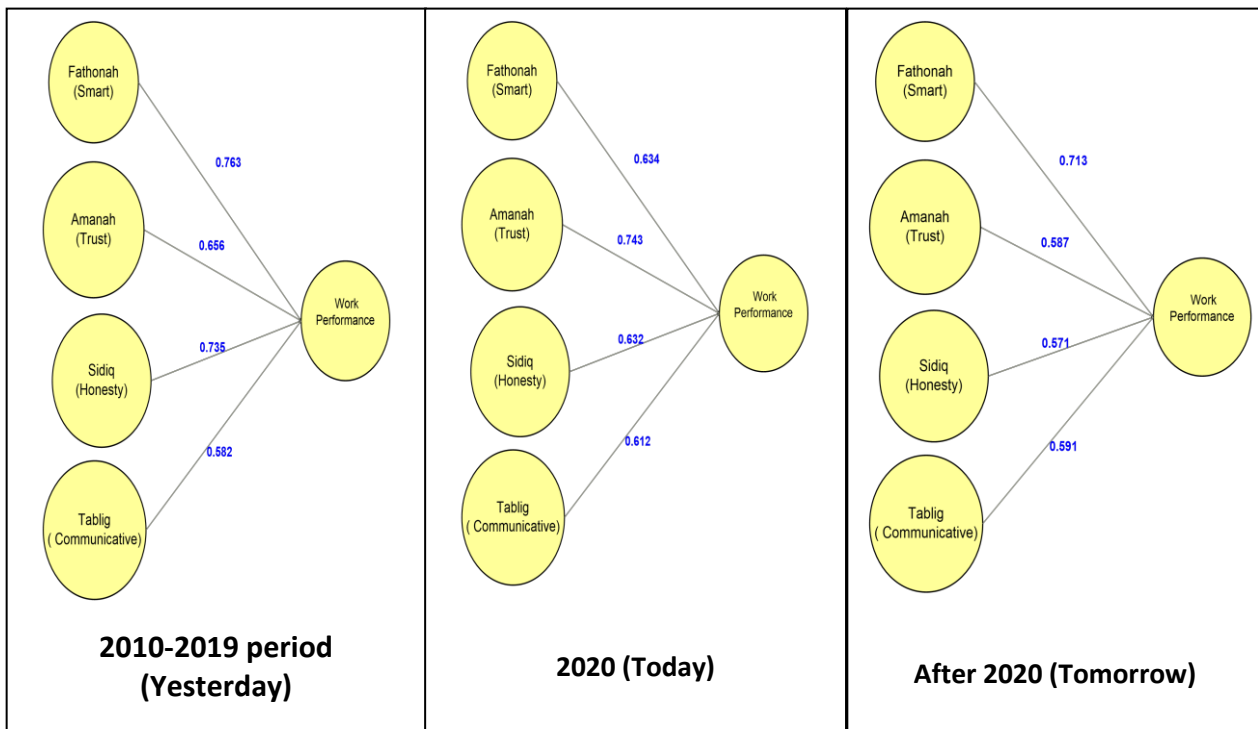


Figure 2. Research Model Result

Based on the results of SmartPLS 3.0 processing, the indicators below the standard drop from the model, then all indicators already have a loading factor value above 0.5 (Figure 2). Thus, the convergent validity of this research model has met the requirements. The loading value, Cronbach's alpha, composite reliability and AVE for each complete construct 2010-2019 period (yesterday) can be seen in Table 2a below:

Table 2a. Variables Loadings, Cronbach's Alpha, Composite Reliability, and Average Variance Extracted (AVE) for 2010-2019 period (yesterday)

Variables	Items	Loadings	Cronbach's Alpha	Composite Reliability	AVE
Honesty (H)	Ha1	0.762	0.821	0.898	0.531
	Ha2	0.723			
	Ha3	0.546			
	Ha4	0.631			
Trust (T)	Ta1	0.681	0.834	0.897	0.587
	Ta2	0.571			
	Ta3	0.672			
	Ta4	0.723			
Smart (S)	Sa1	0.681	0.876	0.923	0.671
	Sa2	0.691			
	Sa3	0.582			
	Sa4	0.591			
Communicative (C)	Ca1	0.821	0.793	0.872	0.561
	Ca2	0.561			
	Ca3	0.754			
	Ca4	0.651			
Performance (P)	Pa1	0.681	0.812	0.841	0.451
	Pa2	0.721			
	Pa3	0.681			
	Pa4	0.721			

Construction reliability testing can be assessed from the Cronbach's alpha value and the composite reliability of each construct. The recommended composite reliability and Cronbach's alpha value was more than 0.7 (Ghozali, 2014). The reliability test results in Table 2a above show that all constructs have composite reliability and the Cronbach's alpha value is greater than 0.7 (> 0.7). So that it can be concluded that all constructs for 2010-2019 period (yesterday) have met the required reliability.

Table 2b. Variables Loadings, Cronbach's Alpha, Composite Reliability, and Average Variance Extracted (AVE) for 2020 period (today)

Variables	Items	Loadings	Cronbach's Alpha	Composite Reliability	AVE
Honesty (H)	Hb1	0.567	0.721	0.802	0.622
	Hb2	0.632			
	Hb3	0.631			
	Hb4	0.512			
Trust (T)	Tb1	0.572	0.735	0.809	0.631
	Tb2	0.612			
	Tb3	0.561			
	Tb4	0.642			
Smart (S)	Sb1	0.721	0.728	0.811	0.641
	Sb2	0.523			
	Sb3	0.567			
	Sb4	0.631			
Communicative (C)	Cb1	0.631	0.721	0.833	0.609
	Cb2	0.623			
	Cb3	0.734			
	Cb4	0.721			
Performance (P)	Pb1	0.578	0.709	0.855	0.631
	Pb2	0.611			
	Pb3	0.521			
	Pb4	0.609			

Construction reliability testing can be assessed from the Cronbach's alpha value and the composite reliability of each construct. The recommended composite reliability and Cronbach's alpha value was more than 0.7 (Ghozali, 2014). The reliability test results in Table 2b above show that all constructs have composite reliability and the Cronbach's alpha value is greater than 0.7 (> 0.7). So that it can be concluded that all constructs for 2020 period (today) have met the required reliability.

Table 2c. Variables Loadings, Cronbach's Alpha, Composite Reliability, and Average Variance Extracted (AVE) for after 2020 period (tomorrow)

Variables	Items	Loadings	Cronbach's Alpha	Composite Reliability	AVE
Honesty (H)	Hc1	0.687	0.732	0.811	0.732
	Hc2	0.576			
	Hc3	0.572			
	Hc4	0.712			
Trust (T)	Tc1	0.621	0.783	0.821	0.713
	Tc2	0.721			
	Tc3	0.621			
	Tc4	0.721			
Smart (S)	Sc1	0.698	0.791	0.835	0.734
	Sc2	0.578			
	Sc3	0.513			
	Sc4	0.624			
Communicative (C)	Cc1	0.723	0.745	0.856	0.735
	Cc2	0.723			
	Cc3	0.621			
	Cc4	0.678			
Performance (P)	Pc1	0.621	0.789	0.871	0.765
	Pc2	0.521			
	Pc3	0.621			
	Pc4	0.721			

Construction reliability testing can be assessed from the Cronbach's alpha value and the composite reliability of each construct. The recommended composite reliability and Cronbach's alpha value was more than 0.7 (Ghozali, 2014). The reliability test results in Table 2c above show that all constructs have composite reliability and the Cronbach's alpha value is greater than 0.7 (> 0.7). So that it can be concluded that all constructs for after 2020 period (tomorrow) have met the required reliability.

Discriminant Validity Testing

The research model has good discriminant validity if the squared AVE value of each exogenous construct exceeds the

correlation value between constructs and other constructs (Ghozali, 2014). The results of testing the discriminant validity using the squared AVE value see the Fornell-Larcker Criteria Value obtained as follows:

Table 3a. Discriminant Validity Testing for 2010-2019 period (yesterday)

Variables	P	H	T	S	C
Work Performance (P)	0.872				
Honesty (H)	0.532	0.823			
Trust (T)	0.546	0.731	0.834		
Smart (S)	0.621	0.731	0.632	0.825	
Communicative (C)	0.721	0.734	0.723	0.723	0.823

The results of the discriminant validity test in Table 3a above show that all constructs for 2010-2019 period (yesterday) have a square root value of AVE above the correlation value with other latent constructs (through Fornell-Larcker criteria).

Table 3b. Discriminant Validity Testing for 2020 period (Today)

Variables	P	H	T	S	C
Work Performance (P)	0.832				
Honesty (H)	0.623	0.878			
Trust (T)	0.543	0.654	0.846		
Smart (S)	0.536	0.623	0.785	0.856	
Communicative (C)	0.687	0.578	0.612	0.711	0.890

The results of the discriminant validity test in Table 3b above show that all constructs for 2020 period (today) have a square root value of AVE above the correlation value with other latent constructs (through Fornell-Larcker criteria).

Table 3c. Discriminant Validity Testing for after 2020 period (Tomorrow)

Variables	P	H	T	S	C
Work Performance (P)	0.831				
Honesty (H)	0.675	0.811			
Trust (T)	0.632	0.712	0.912		
Smart (S)	0.632	0.613	0.653	0.897	
Communicative (C)	0.534	0.578	0.712	0.621	0.811

The results of the discriminant validity test in Table 3c above show that all constructs for after 2020 period (tomorrow) have a square root value of AVE above the correlation value with other latent constructs (through Fornell-Larcker criteria).

The cross-loading value of all items for 2010-2019 period (yesterday) from one indicator is greater than the other indicator items as mentioned in Table 4a. So, it can be concluded that the model has met the discriminant validity (Fornell & Larcker, 1981). Collinearity testing to determine whether there is collinearity in the model. To find the collinearity value, a VIF calculation is required for each construct. If the VIF score is higher than 5, then the model has collinearity (Hair et al., 2014).

Table 4a. Collinearity Testing for 2010-2019 period (yesterday)

Variables	Work Performance
Honesty (H)	2.123
Trust (T)	2.651
Smart (S)	2.912
Communicative (C)	2.123

As shown in Table 4a, all VIF values are less than 5, and it is concluded that this model has no collinearity.

Table 4b. Collinearity Testing for 2020 period (today)

Variables	Work Performance
Honesty (H)	2.021
Trust (T)	2.123
Smart (S)	2.134
Communicative (C)	2.081

As shown in Table 4b, all VIF values are less than 5, and it is concluded that this model has no collinearity.

Table 4c. Collinearity Testing for after 2020 period (tomorrow)

Variables	Work Performance
Honesty (H)	2.121
Trust (T)	2.087
Smart (S)	2.079
Communicative (C)	2.011

As shown in Table 4c, all VIF values are less than 5, and it is concluded that this model has no collinearity.

Hypotheses Testing

Hypothesis testing in Smart PLS or deep model testing. This test consists of testing the significance of direct and indirect effects and measuring the magnitude of the effect of exogenous variables on endogenous variables. The effect test was performed using the t-statistic test model of partial least squared analysis (PLS) with the help of the SmartPLS 3.0 software. With the bootstrapping technique, the R Square value and the significance test value are obtained as in the table below:

Table 5a. R Square Value for 2010-2019 period (yesterday)

	R Square	R Square Adjusted
Work Performance (WP)	0.812	0.745

Based on Table 5a above, the R Square value of performance is 0.812, which means that the performance variable for 2010-2019 period (yesterday) can be explained by the honesty, trust, smart and communicative variables and 81.2%, while the

remaining 18.8% is explained by other variables not discussed in the study.

Table 5b. R Square Value for 2020 period (today)

	R Square	R Square Adjusted
Work Performance (WP)	0.813	0.742

Based on Table 5a above, the R Square value of performance is 0.813, which means that the performance variable for 2010-2019 period (yesterday) can be explained by the honesty, trust, smart and communicative variables and 81.3%, while the remaining 18.7% is explained by other variables not discussed in the study.

Table 6a. Hypotheses Testing Result for 2010-2019 period (yesterday)

Hypotheses	Relationship	Beta	SE	T Statistics	P-Values	Decision
H1	Honesty -> P	0.213	0.043	2.123	0.000	Supported
H2	Trust -> P	0.421	0.012	4.213	0.000	Supported
H3	Smart -> P	0.213	0.056	2.421	0.001	Supported
H4	Com -> P	0.124	0.121	2.213	0.002	Supported

Based on table 6.a for 2010-2019 period (yesterday) t- value for all variables is greater than 1.96, also p-values smaller than 0.05. This is mean that the all hypothesis is accepted (proven). Table 6b shows the T Statistics and P-Values which show the effect between the research variables for 2020 period (today):

Table 6b. Hypotheses Testing Result for 2020 period (today)

Hypotheses	Relationship	Beta	SE	T Statistics	P-Values	Decision
H1	Honesty -> P	0.221	0.023	2.145	0.001	Supported
H2	Trust -> P	0.411	0.021	4.256	0.001	Supported
H3	Smart -> P	0.211	0.031	2.434	0.001	Supported
H4	Com -> P	0.114	0.116	2.223	0.001	Supported

Based on table 6b for 2020 period (today) t- value for all variables is greater than 1.96, also p-values smaller than 0.05. This is mean that the all hypothesis is accepted (proven). Table 6b shows the T Statistics and P-Values which show the effect between the research variables for 2020 period (today):

Table 6c. Hypotheses Testing Result for after 2020 period (tomorrow)

Hypotheses	Relationship	Beta	SE	T Statistics	P-Values	Decision
H1	Honesty -> P	0.213	0.015	2.078	0.003	Supported
H2	Trust -> P	0.321	0.045	4.234	0.001	Supported
H3	Smart -> P	0.209	0.057	2.121	0.002	Supported
H4	Com -> P	0.104	0.117	2.117	0.001	Supported

Based on table 6c for after 2020 period (tomorrow) t- value for all variables is greater than 1.96, also p-values smaller than 0.05. This is mean that the all hypothesis is accepted (proven).

DISCUSSIONS

Effect of Smart (Fathonah) on University Leaders Performance

Based on the results of hypothesis testing in Table 6a Hypotheses Testing Result for 2010-2019 period (yesterday), this research concludes that Smart (fathonah) has a positive and significant effect on university leader's performance. This evidenced the result of t-statistics value is 2.421, greater than 1.96, also evidenced by the p-values 0,001, smaller than 0.05. This is means that the H1a hypothesis is accepted (proven). Based on the results of hypothesis testing in Table 6b Hypotheses Testing Result for 2020 period (today), this research concludes that Smart (fathonah) has a positive and significant effect on university leader's performance. This evidenced the result of t-statistics value is 2.424, greater than 1.96, also evidenced by the p-values 0,001, smaller than 0.05. This is means that the H1b hypothesis is accepted (proven). Based on the results of hypothesis testing in Table 6c

Table 5c. R Square Value for after 2020 period (tomorrow)

	R Square	R Square Adjusted
Work Performance (WP)	0.811	0.723

Based on Table 5c above, the R Square value of performance is 0.811, which means that the performance variable for after 2020 period (yesterday) can be explained by the honesty, trust, smart and communicative variables and 81.1%, while the remaining 18.9% is explained by other variables not discussed in the study.

Table 6a shows the T Statistics and P-Values which show the effect between the research variables for 2010-2019 period (yesterday):

Hypotheses Testing Result for after 2020 period (tomorrow), this research concludes that Smart (fathonah) has a positive and significant effect on university leader's performance. This evidenced the result of t-statistics value is 2.121, greater than 1.96, also evidenced by the p-values 0,001, smaller than 0.05. This is means that the H1c hypothesis is accepted (proven). The results of this research support the conclusions of previous researches (Purwanto& Hyun, 2019; Asbari, 2020; Bernarto, 2020; Hyun,2019, WIjayanti,2020 and Jang, 2019) which conclude that the Smart (fathonah) has a positive and significant effect on work performance. Smart (fathonah) that is carried out by School will create work performance of university leaders.

Effect of Trust (Amanah) on University Leaders Performance

Based on the results of hypothesis testing in Table 6a Hypotheses Testing Result for 2010-2019 period (yesterday),

this research concludes that trust (amanah) has a positive and significant effect on university leader's performance. This evidenced the result of t-statistics value is 4.231, greater than 1.96, also evidenced by the p-values 0,000, smaller than 0.05. This is means that the H2a hypothesis is accepted (proven). Based on the results of hypothesis testing in Table 6b Hypotheses Testing Result for 2020 period (today), this research concludes that trust (amanah) has a positive and significant effect on university leader's performance. This evidenced the result of t-statistics value is 4.256, greater than 1.96, also evidenced by the p-values 0,001, smaller than 0.05. This is means that the H2b hypothesis is accepted (proven). Based on the results of hypothesis testing in Table 6c Hypotheses Testing Result for after 2020 period (tomorrow), this research concludes that trust (amanah) has a positive and significant effect on university leader's performance. This evidenced the result of t-statistics value is 4.234, greater than 1.96, also evidenced by the p-values 0,001, smaller than 0.05. This is means that the H1c hypothesis is accepted (proven). The results of this research support the conclusions of previous researches (Hyun,2019, WIjayanti,2020 and Jang, 2019; Purwanto& Hyun, 2019; Asbari , 2020; Bernarto, 2020) which conclude that the trust (amanah) has a positive and significant effect on work performance. trust (amanah) that is carried out by School will create work performance of university leaders.

Effect of Honesty (Sidiq) on University Leaders Performance

Based on the results of hypothesis testing in Table 6a Hypotheses Testing Result for 2010-2019 period (yesterday), this research concludes that Honesty (Sidiq) has a positive and significant effect on university leader's performance. This evidence the result of t-statistics value is 2.213, greater than 1.96, also evidenced by the p-values 0,000, smaller than 0.05. This is means that the H3a hypothesis is accepted (proven). Based on the results of hypothesis testing in Table 6b Hypotheses Testing Result for 2020 period (today), this research concludes that trust Honesty (Sidiq) has a positive and significant effect on university leader's performance. This evidenced the result of t-statistics value is 2.145, greater than 1.96, also evidenced by the p-values 0,001, smaller than 0.05. This is means that the H3b hypothesis is accepted (proven). Based on the results of hypothesis testing in Table 6c Hypotheses Testing Result for after 2020 period (tomorrow), this research concludes that Honesty (Sidiq) has a positive and significant effect on university leader's performance. This evidenced the result of t-statistics value is 2.078, greater than 1.96, also evidenced by the p-values 0,001, smaller than 0.05. This is means that the H3c hypothesis is accepted (proven). The results of this research support the conclusions of previous researches (; Hyun,2019, WIjayanti,2020 and Jang, 2019; Purwanto& Hyun, 2019; Asbari, 2020; Bernarto, 2020) which conclude that the trust (amanah) has a positive and significant effect on work performance. Honesty (Sidiq) that is carried out by School will create work performance of university leaders.

Effect of Communicative (Tablig) on University Leaders Performance

Based on the results of hypothesis testing in Table 6a Hypotheses Testing Result for 2010-2019 period (yesterday), this research concludes that Communicative (Tablig) has a

positive and significant effect on university leader's performance. This evidence the result of t-statistics value is 2.213, greater than 1.96, also evidenced by the p-values 0,000, smaller than 0.05. This is means that the H4a hypothesis is accepted (proven). Based on the results of hypothesis testing in Table 6b Hypotheses Testing Result for 2020 period (today), this research concludes that trust Communicative (Tablig) has a positive and significant effect on university leader's performance. This evidenced the result of t-statistics value is 2.223, greater than 1.96, also evidenced by the p-values 0,001, smaller than 0.05. This is means that the H4b hypothesis is accepted (proven). Based on the results of hypothesis testing in Table 6c Hypotheses Testing Result for after 2020 period (tomorrow), this research concludes that Communicative (Tablig) has a positive and significant effect on university leader's performance. This evidenced the result of t-statistics value is 2.117, greater than 1.96, also evidenced by the p-values 0,001, smaller than 0.05. This is means that the H4c hypothesis is accepted (proven). The results of this research support the conclusions of previous researches (; Hyun,2019, WIjayanti,2020 and Jang, 2019; Purwanto& Hyun, 2019; Asbari, 2020; Bernarto, 2020) which conclude that the trust (amanah) has a positive and significant effect on work performance. Communicative (Tablig) that is carried out by School will create work performance of university leaders.

CONCLUSIONS

Conclusion in this study for the 2010-2019 period (yesterday) Honesty (Sidiq) has a positive and significant effect on university leader's performance, Trust (Amanah) has a positive and significant effect on university leader's performance, Smart (Fathonah) has a positive and significant effect on university leader's performance, Communicative (Tablig) has a positive and significant effect on university leaders performance. For the 2020 period (today) Honesty (Sidiq) has a positive and significant effect on university leaders performance, Trust (Amanah) has a positive and significant effect on university leaders performance, Smart (Fathonah) has a positive and significant effect on university leaders performance, Communicative (Tablig) has a positive and significant effect on university leaders performance. For the after 2020 period (tomorrow) Honesty (Sidiq) has a positive and significant effect on university leaders performance, Trust (Amanah) has a positive and significant effect on university leaders performance, Smart (Fathonah) has a positive and significant effect on university leaders performance, Communicative (Tablig) has a positive and significant effect on university leaders performance. So FAST (Fathonah, Amanah, Sidiq and Tablig) has a positive and significant effect on university leader's performance.

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