

# Strategic Leadership in Governance of Legal Entity State Universities in Indonesia

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**Abstract**--The quality of the quality of state universities with legal status is, of course, inseparable from the role of leaders in managing higher education institutions, namely playing an important role in managing the academic and non-academic fields in an effort to achieve the university's vision and mission. Research on Leadership Strategic in Governance Legal Entity State Universities in Indonesia this takes the object of study is why Kep em impinan Strategic required in the governance of State Universities Legal Entity (PTNBH)? How Strategic Leadership is implemented in the governance of PTNBH in Indonesia? This study uses a qualitative method with a literature study approach. The results showed that the shift in the institutional form of State Universities to Legal Entity Universities (PTNBH) has brought about changes in strategic leadership models such as in private organizational governance. Changes in the institutional status of PTNBH require leaders to plan, implement and evaluate various strategic policies both in the academic and non-academic fields. Strategic policies are needed to face all obstacles and challenges both internally and externally by taking advantage of all the existing strengths and opportunities to achieve the vision and mission of a State Legal Entity Higher Education (PTNBH) in Indonesia.

**KeyWord:** Strategic Leadership, Strategic Management, Strategic Policy

## I. INTRODUCTION

In Indonesia Universities as one of the subsystems of national education has a very important role in the life of the nation. The discharge Government Regulation Number 61 Year 1999 on the Establishment of College of the State as a legal entity into momentum in the history of the autonomy of Universities. Through Government Regulation Number 61 of 1999, the Government opened the conveniences expected ngkinan selectively for Universities are evaluated as having menculupi management capabilities to be able to have the independence, autonomy and greater responsibility. With status as the State Property Law, Heigh education State Uniexpected more democratic and able to compete globally

The Law number 12 of year 2012 concerning Higher Education also mandates Higher Education Autonomy to be precise in Chapter V,

Articles 62-68. In Article 62 The Law number 12 Year 2012 on Higher Education formulated Universities have the autonomy to manage their own institution as the central organization of Tri Dharma. Article 64 regulate the areas covered in the autonomy of the management of Higher Education. And article 65 formulated that Operation High education autonomy referred to in Article 64 can be granted selectively based on performance evaluation by the Minister to High education state by implementing a Public Service Agency Financial management or by forming high education state by legal entity to produce the Higher Education Quality.

With PTNBH status, higher educatin state in Indonesia will have a higher authority to regulate itself compared with higher educatin state public service agency or unit of work. Management is not rigid and not too bureaucratic.

Based on data from the Higher Education Data Base, by 2019 there are currently 122 higher educatin state includes 77 higher educatin state Receipts Tax State (non-tax), 34 higher educatin state Public Service Agency (BLU) and 11 higher educatin state of legal entity. Among the 11 universities ti nggi country legal entity (PTNBH), which recorded 500 campuses world entered in the list of Quacquarelli Symonds (QS) World University just three campuses, namely the University of Indonesia (UI) in position 292, Institut Teknologi Bandung (ITB) at position 359, and Gadjah Mada University (UGM) in position 391.

Achievement ranking Universities Legal Entity of course can not be separated from the role of leader in the men gelola College of Ti highest. Research Anggoro (Anwar Anggoro ) stated that the Rector was instrumental in the management of academic and non- academic in order to achieve the vision and mission of the College. In the academic field Rector instrumental sets norms and policies in the planning, implementation and control of Tri Dharma College by utilizing both internaland externalinformation with reference to non-academic, Rector has an important role in sets the norms and policies in the planning, implementation and

control of the organization, finance, student affairs, human resources and infrastructure to effectively and effectively so as to support the achievement of the vision and mission of the higher education state.

In Ainun research and Nida (Nida Ainun Riqi, 2017) stated that the Leader in Higher Education plays an important role in the progress of the organization. The ability of a Rector as the leader of Higher Education is needed in the control of an organization, both in policy making in universities, service to students, to motivate employees and cooperating with various parties. Higher education state Rector as a leader must be able to establish communication well and effectively to subordinates, able to create a synergy between the followers and were able to move the subordinate to achieve organizational goals.

Research Lisdwati Young (Young, 2017) showed that the quality of education and the quality of the graduates are all interdependent and related to the business development of the university. Sending lecturers to Graduate absolute S2 and S3 into the main program as well as following up on the various needs required in the learning process. With the facility, the number of qualified lecturers then the College will develop rhythm, harmony and able to carry out the vision and mission of the organization.

Research Syahrul (Syahrul, 2017) explained that the strategic approach in the management of higher education institutions Demands build College High quality requires a good introduction to external conditions and strengthening internal. The introduction of helpful external encouraging policies that bring institutions with the user community education services, government, business and society at large. Efforts to meet customer expectations as a condition of quality can be achieved by using a strategic approach.

Yuli research Noor Kusumawati and Heru Kurnianto Tjahjono (Yuli Noor Kusumawati, 2003) indicate that they often found the gap between vision, strategy and implementation in the organization of Higher Education so that it looks not integrated between the vision of organizations and programs within the organization. Strategic Management System in Higher Education can adapt the Balanced Scorecard approach to putting customer value associated with the vision and mission of the organization as a principal strategic objectives are supported by other perspectives. Balanced Scorecard instanst bukanlan something that requires commitment from the entire organization of the college.

From Permas a land above, why important strategic leadership in the governance of Universities Legal? What is meant by strategic leadership and how strategic leadership is

implemented in the governance of State Legal Entity Universities in Indonesia.

This research study subjects on the model Strataegis leadership in the governance of governance Legal Entity State Universities in Indonesia with a variety of considerations, that is still very little research has raised particular model of leadership in the governance of State Universities in Indonesia Legal Entity. Reviews give an overview of the theory of leadership, especially in colleges in the governance of universities which have autonomy as well as studies that investigated how leaders make strategic policy is rarely done. Therefore, in order to map the literature on leadership in the governance of State Universities Legal Entities (PTNBH) important and relevant enough to do in the present and will be beneficial for the future continuation of Indonesian universities.

## II. METHODS

This study uses qualitative research methods with literature review. The data required in the research are obtained from library sources such as books, journals and statutory regulations (Soegiyo, 2014).

## III. RESULTS AND DISCUSSION

Academic organizations have a different culture compared to other organizations. In national, colleges and universities have a normative behavior of certain internal and processes that differentiate mer eka of organization nonakademik (Robert M.Hendrickson, 2013).

Leadership has been defined in relation to the characteristics of individual properties, behavior, influence on others, patterns of interaction, a relationship role, its place in a position of administrative, as well as the perception by others of the validity and effect (Yukl, 1998). Most definitions of leadership reflect the assumption that leadership involves a process of social influence in which case the effect of deliberately executed by one against the others to structure the activities and relationships within a group or organissasi. The name of this article is:

Peter Northouse (Northouse, 2013) explains that leadership is a process whereby an individual influences a group of individuals to achieve a common goal. From the definition, there are First, the leadership as a process is defined as a transaction that took place between leaders and followers. The process indicates that the leader affects and is affected by the followers. This shows that leadership is not a linear walk one direction but it is an event that is interactive. Second, kepemimpinan include the effect imposes limits how leaders influence followers. Without influence there is no leadership. Third, leadership happens in

the group. And fourth, leadership must pay attention to a common goal. The leader directs energy to the individual to achieve something together. The name of this article is:

Leadership education is a process of influencing, mobilizing and coordinating individuals within the organization / institution to achieve educational goals. Leadership education is oriented so that the human resources in the education space can be coordinated to work optimally in achieving any goal.

Leading and Managing State Universities with legal status is not an easy matter. Higher education organizations are arguably one of the most difficult organizations (Robert J. Sternberg, 2015). In higher education governance there is an inherent conflict between both bureaucracy and professionalism when dealing with issues of authority in organizations, especially in higher education. Universitas as an organization that branched off into two areas, namely bureaucratic and academic, and outlines the organizational tensions emerged between the centers of these authorities. This branching system, which correctly describes higher education organizations is substantially different from other types of organizations.

With PTNBH at least State Universities will have autonomy or discretion authority could ever have, namely governance decisions independently, the right to manage funds independently, transparency and accountability, the authority raised and dismiss its own faculty and staff, as well as their to authorize an establish enterprises and develop the endowment, and has all the authority 's to open and organize and closing courses. The name of this article is:

Changing the status to PTNBH requires State Universities to reorient based on the status of PTNBH which includes increased independence in asset and institutional management, academic and non-academic, improvement of world class universities (World Class University) and increased financial capacity.

Based on this change in status, State Universities that already have PTNBH status must be led and managed by a leader who not only has to empower all their internal strengths but also has to optimize their external strengths so that the achievement of PTNBH performance indicators can be realized and capable of becoming a World Class University.

To realize a state higher education institution that is a world class university and achieve the vision that has been formulated, of course, the leader must carry out a strategic planning process which will be able to produce strategic policies to achieve his vision and mission. The formal strategic planning process has five main steps (Hill, 2008):

1. Choose a company's mission and major corporate objectives.
2. Analyze the competitive environment external to the organization to identify opportunities opportunities and threats.
3. Analysis of the organization's internal operating environment to identify the organization's strengths and weaknesses nationalization.
4. Choose a strategy that builds upon the strengths of the organization and correction of weaknesses. To take advantage of external opportunities and against external threats. The strategies should be consistent with the mission and the main objectives of the organization.
5. Implement the strategy.

Definition of strategic planning disclosed by Johnson Kast Rozens weig which states that strategic planning is the process of determining the main target, k ebijaksanaan which regulate the procurement and utilization of sources and strategies that govern the procurement and utilization of resources for the p encapaian purpose (Fatah, 2013).

Step -step preparation of the strategic plan include:

1. Analyze the present and future conditions
2. Identify the strengths and weaknesses of the institution / organization
3. Taking into consideration the norms
4. Identification of possibilities and risks
5. Determine the scope of results and community needs
6. Assess the supporting factors
7. Formulate goals and criteria for success
8. Specifies the distribution settings for the source source

Is associated with problems in the field of education, the concept of strategic planning can be applied in educational planning. Through the planning strategy, there are obtained the strategy and there is a tendency to obtain a more operational program formulation. Various factors, both internal (within the organization) and external (environmental) which influence needs to be factored in the process of this planning. That is why necessary the adoption of a systems approach to the system of education planning strategy, which aims to find a shape and identity in the time to come by considering a variety of complex relationships in a system.

One thing to consider about the importance of a systems approach in the Strategic Plan of education caused that education is a sector of the life of human complex or a complex system. B erbicara problem of education can not be separated from all other life factors, enclosing such as: economic, social, political, cultural, security and so forth. Various factors need to be taken into account in the conduct of education strategic plan. Regardless of factors - these factors along with the

trend, it is difficult to justify the results of the planning process are implemented.

The systems approach in the Strategic Plan provides the basis for a conceptual basis in educational planning, is expected to help leaders in solving problems of education that this complex. The systems approach as a method or technique of analysis (System Analysis) mainly function in terms of solving problems or making decisions.

Plan strategically, in essence, is the game plan of the company. Just like the football team ball need a good game plan to have a chance to succeed, the company must have a good strategic plan to compete successfully. During its development, the strategic management process used effectively by many nonprofit organizations and organizational p he Government, trade agency, l embaga educational, medical institutions, public utilities, libraries, government agencies, and others not only companies oriented profit (profit). And today Institutions of education, especially education managed by the Government more frequent use of strategic management concepts and techniques.

For those who are familiar with strategic planning in commercial organizations there are differences in applying these practices to school. There are two differences for strategic planning at the school. First, financial planning plays an important role but is smaller in the planning of the school. This is because schools have less control on the income of their and their output Second, the school is much more regulated than most commercial organizations and subject to many regulations and terms of political influence and decision- making. Thus there is a greater need for strategic rather than run the length of planning just extrapolate the current plan period to the next in an environment that does not change (Fidler, 2002).

Thompson and Strickland (Steiss, 2003) identified five tasks of strategic management to do the leader as follows:

1. Formulate a strategic vision about where organisasi should be heading and provide goals, long-term direction and a clear mission about what should be achieved.
2. Change the strategic vision and mission into measurable objectives and performance targets.
3. Develop and test strategies designed to achieve the desired results.
4. Implementing and executing the chosen strategy efficiently and effectively active.
5. Evaluating performance, reviewing new developments, and initiate corrective adjustments in the implementation of the direction, goals, strategies, or long term in view of the experience to date.

From the above explanation, strategic leadership is needed in PTNBH governance. The researchers seem to agree on how to distinguish the strategic leadership of other leadership, to the

incorporation of external elements, the breadth of the range and its relation to the level of the organization. Leadership Strategic m elibatkan affects not only the elements of internal organization, but also involves an element of external. Effect of strategic leadership Strategic leader is expected to affect some, if not many of their organizations. Leadership Strategic been regarded as a privilege of the highest echelons of an organization (Duursema, 2013).

In a private organization / business, leadership is strategic about how to most effectively manage the company with a strategy to create a competitive advantage. Strategy-making process is a process where managers select and then implement a series of strategies that aim to achieve a competitive advantage. Strategic leadership is about how to most Effectively manage a company's strategy-making process to create competitive advantage. The strategy-making process is the process by the which managers select and then implement a set of strategies that aim to Achieve a competitive advantage (Hill, 2008).

Strategic leadership is concerned with managing the process of making a strategy to increase the company's performance, thereby increasing the value of the company's owners and holders of its shares. By definition, non-profit enterprises such as government agencies, universities, not to generate profits. Nonetheless, they are expected to use the resources of their power efficiently and operate effectively, and their managers set goals to measure their performance. Performance goals for the business school rankings may get its programs among the best in the world.

#### IV. CONCLUSION

Autonomous universities include academic autonomy and non-academic autonomy is natural for Higher Education. Academic autonomy is a prerequisite for the State to carry out Tridharma High Pergruan (Education, Research and Community Service) in order to build human resources excellence, quality and able to contribute to the welfare of mankind and civilization of the world. While the non-academic autonomy is a prerequisite for realizing a good university management (Good University Governance).

To ensure non-academic autonomy in order to improve the quality of the necessary authority taking independent decisions, the application of merit system in human resource management, asset management effectively and efficiently, and flexibility in financial management accountable. The authority is in the delivery system and national finances can only be carried out by the Universities of State.

Strategic leadership is an appropriate leadership model in the governance of Legal Entity State Universities (PTNBH) in Indonesia.

Education Demands build High- quality requires recognition that both the external conditions and strengthening internal. Efforts to meet the expectations of stakeholders and shareholders as a condition of quality can be achieved by using an approach strategic as private organizations. With strategic leadership, it is hoped that State Universities (PTNBH) in Indonesia will have a competitive advantage and be able to improve their performance.

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