

Dominant Variabels Analysis of Managerial Effectiveness in State University with Legal Entity Status

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ABSTRACT

The construction of an organization aims to enhance the performance and versatility of the organization for society. Consequently, as a platform for training human resources, universities have to develop constantly, following the community's insistence. In 2022, the Ministry of Education, Culture, Research, and Technology specified there are 21 state universities with legal entities. The status of a state university with a legal entity presents extensive autonomy in the field of academic, asset, and financial management. Besides, the universities also carry an obligation for university management to develop their institution, which is in accordance with Formal Model of Educational Management by Bush (2011). This model imply that organizations have a hierarchical structure and that predefined goals are pursued using a reasonable way. This study aims to identify the dominant variables for the state university with legal entity development. The method that used in this study is literature review by Tranfield, Denyer, & Smart (2003) with a case analysis involving a number of universities. The analysis results found that the dominant variables in the universities development included the organization structure, working mechanism or organizational guidelines, the organizational climate and culture, along with the use of technology devices.

Keywords: autonomy, organizational structure, working mechanism, organizational culture.

INTRODUCTION

Formal model of educational management by (Bush, 2011) is a model that assumes the organizational structure is hierarchical and that predefined objectives are pursued using a reasonable way. The official positions of heads provide authority and responsibility, and these managers are responsible and accountable to sponsoring entities for the operation and execution of approved policies in their institutions. The managerial leadership style is tied to formal models of educational management (Bush, 2011). This leadership style makes some assumptions, such as focusing on the proficient ability to carry out actions, tasks, and activities as a means of facilitating the activities of other organizational members, a great level of rational thinking in organizational member behavior, and the distribution of authority and influence to formal positions based on the status of the positions within the organisational structure (Leithwood et al., 1999). Leadership and professional relationship can involve cultivating positive attitudes in the school environment (Wulan & Sanjaya, 2022) and reflect a visionary personality (Syam, Wiyono, Imron, & Burhanuddin, 2022).

Autonomy is defined as a conferment of authority for the enhancement of performance quality. Positions autonomy as a part of the strategy for improving university quality (Sunandar & Imron, 2019). Meanwhile, (Nagy & Hajrizi, 2018) define autonomy as a control tool. Autonomy is also perceived as an instrument for achieving working satisfaction (Cragg & Loske,

2019). The concept of autonomy has been widely adopted in various organizations, including in universities, known as university autonomy.

In the university context, autonomy represents the offering of authority to universities, facilitating them to manage their activities evenly.

In Indonesia, university autonomy consists of the power to manage both academic and non-academic activities. Educational management includes the establishment of norms and operational policies, along with the practice of tridharma (three obligations) in education.

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Meanwhile, non-academic management consists of forming norms and policies and implementing organizational measures, financial, student affairs, staff, and infrastructures. Law number 12, the Year 2012, about higher education, article 65 stated that based on their financial management, the state universities are divided into the university as a public service agency and state university with legal entity. The management of a university with public service agency status has been regulated in the Government Regulation of Indonesia No 74 the Year 2012, replacing Government Regulation No 23 the Year 2005 about the financial management of public service agencies. However, the administration in universities with public service agency status encounters shortcomings since the central government still carries dominant roles. Thus, the universities face technical and procedural bureaucracy issues. Meanwhile, Law no 12 the Year 2012 concerning higher education described that a state university with a legal entity has the authority to appoint and remove lecturers and academic staff, along with independent, transparent, and accountable financial management, establish business entities, utilize the endowment fund, as well as open, organize, and close their study programs.

The state universities with legal entity status have been implemented for 22 years in Indonesia. In the first period, there were only four universities given this status, namely Bandung Institute of Technology, University of Indonesia, Gajah Mada University, and Bogor Agricultural Institute. Recently, Indonesia has 17 state universities with legal entity status. The status alteration, from the university as a public service agency to a university with a legal entity, is not uncomplicated. Aside from extensive autonomy in the financial and academic fields, the universities with legal entity are required to fulfill their needs independently, without relying on the state budget. The study carried out by (Fachriansyah & Sulastri, n.d.) reported that the status of a university with a legal entity had aided the improvement in organizational, human resources, and financial management. However, that same study also recommended a regulation rearrangement to avoid overlapping procedures, signifying the need to synchronize some existing rules.

A number of universities which has just been given the status of a state university with a legal entity still search for effective management pattern suitable to their own characteristics and culture. A management pattern is a design of methodologies to regulate university institutions. A number of factors affect the success of university management, such as the organizational form (Haris, 2012). Meanwhile, Mintzberg (Niedermeier, 2017) defined organizational structure as one of the influencing components in professional bureaucracy. In more detail, (Purwoatmodjo, 2008) mentioned some other influencing variables in university performance, such as reward, job design, structure, and resources. (Raikov, 2016) explained some essential aspects of the management of higher education institutions, namely the organizational structure, management level, and management structure hierarchy.

Up to recently, there has been only minimum research on management patterns in state universities with legal entities since the bestowal of this status is considered new, especially for the university which just attained that status in 2021 and 2022. However, the requirements and rules for a university to become a legal entity status are considered to be fairly strict

selection, so that until now public universities all around Indonesia that have legal entity status are only 21 out of 125 public universities under the Ministry of Research, Technology and Higher Education (Badan Pusat Statistik, 2022). Therefore, this study analyzed some factors perceived as dominant in the management of state universities with legal entity status. Specifically, we reviewed the relevant literature for further empirical studies, facilitating the adoption of dominant variables in the development of effective management in universities. Therefore, the results of this analysis can be references for the head of higher education institutions in determining the primary variables for university development. Universities can develop and innovate faster. State Universities with Legal Entity status actually have broader autonomy. Which means that the state universities with legal entity status can take care of its household more independently.

METHOD

To attain a reassuring illustration, this literature review involved recently published articles from peer-reviewed journals. The research stages consisted of literature selection and categorization. The relevant articles focusing on “Managerial Effectiveness” were selected.

Selection of Articles

The article selection was initiated from the peer-reviewed journal in the Google Scholar database, using the keywords of “autonomy,” “organizational structure,” “working mechanism,” and “organizational culture.” Initially, we used the Google Scholar database, resulting in selected articles to identify the definition, classifications, functions, and purposes of “Managerial Effectiveness.”

Data Analysis

The analysis review was carried out using the best evidence approach on the research articles selected based on the research question. Further, the articles were analyzed and verified. In this process, we used the same criteria, following the same research question.

Categorization of Articles

Each of the selected articles was reviewed based on the recent developing research question. We also ensured that each article potentially had more than one finding, such as they had the definition, classification, function, and purposes of “Managerial Effectiveness.” The article Articles that met the criteria and were analyzed were then grouped based on Organizational Structure, Working Mechanism, and Organizational Climate.

RESULT

Organizational Structure

An organization is a place where people who share the same goal meet and gather. The personal relationship between these people promotes the attainment of their common goal. According to (du Gay, 2015), members of an organization

complete and assist one another in meeting their requirements. Therefore, the organization members' performance should be regulated and arranged to synchronize their performance following the organizational structure.

The structure is the primary component of an organization. The heterogeneity of an organization requires proper arrangement and management. Therefore, an organizational structure is essential in ensuring the organization's adequate operation and consumer service. Besides, the organization structure also functions to clarify the work distribution, proper placement of members' potentials and skills, provision of precise service, and enhance organizational performance. (Gurianova & Mechtcheriakova, 2015) explained that an organization structure design should be constructed based on its strategy. A great organizational structure becomes a foundation for facing challenges, aiding them in resolving problems (Kellner et al., 2016).

For a better definition of organizational structure, we used the definition proposed by (George & Jones, 1996) that an organizational structure is a formal interconnected system of assignment and report distribution, which also involves the coordination, management, and motivation for the members to work together for achieving the organization purposes. Meanwhile, GR Terry (Winardi, 2003) used the term organizing to refer to the organization structure and defined it as gathering the primary resources and regulating the members in an orderly way until they can perform their activities in meeting their specified goals. These two definitions highlight that organizational structure is the management of every organizational element to ensure that they work systematically to achieve the organization's goal.

Organizational structure is a means of assignment distribution with formal grouping and coordination. (Robbins, 2003) mentions six elements in the development of an organizational structure:

1. work specialization, is the division of work through numerous stages with specific qualifications.;
2. departmentalization, it can be created based on similarities in work or territory to assist in job coordination;
3. chain of command, the chain of command and authority relates to the authorities at various levels in an organization;
4. span of control, which determines the number of levels and managers that should be owned by an organization;
5. centralization or decentralization, means that the decision-making is based on managerial authority;
6. formalization, the level of work in an organization that has standardized based on the regulation.

These six elements help clarify the design process and comprehension of the organizational structure. The establishment of a structure should be initiated by thorough and careful consideration since it influences the organization's future performance. A more explicit organizational structure and more objective member appointments result in better performance. Besides, organizational structure also determines the character of an organization. (Bai et al., 2017) described that integrity in organizational structure affects working outcomes. Further, (Cristóbal et al., 2018) suggested that a

design structure of an organization should acknowledge the differences among factors and the correlation between the involved components. In the end, the organization structure is substantial due to its significant effects on the working mechanism of an organization.

Working Mechanism

As an organization is a platform for people with the same goal and purposes, its management process requires a working mechanism or guideline. The operating mechanism in an organization is initiated by the alignment of numerous interests and the procedures of the organization (Klemsdal & Clegg, 2022). With this specific mechanism, the roles of every organization level and component are more transparent. (Davis, 2006) also positioned the working mechanism as an essential instrument for an organization. The organization mechanism also specifies the procedures and rationale for someone leading an organization. Additionally, the mechanism also regulates the managerial level in an organization, from the micro to the macro level (Anderson et al., 2006). Consequently, the working mechanism is one of the primary devices in an organization, which also facilitates an excellent relationship between the member and the managerial level within the organization.

Organization mechanisms have a variety of characteristics that (UNODC, 2011) simplify the role and function of working mechanisms:

1. The mechanism should be transparent, efficient, inclusive, and inertial, showing that the mechanism should be accessible and objective in determining the organization's mechanism.
2. The mechanism should not produce a ranking or another prestige form that will distract the organization's performance.
3. Providing opportunities to share experiences and challenges.
4. Preparing the effective implementation of the organization.
5. Maintaining the equal approach.
6. Encouraging the inception of universality.
7. It should be made based on clear working distribution.
8. Identifying the possible challenges that should be comprehended by the members of the organization.
9. Motivating a constructive collaboration between the organization members up to the international level.
10. Presenting accurate and cooperative facts while also avoiding duplication.

In short, the mechanism is comprehended as an instrument in the form of organization regulations and systems used by the organization member in deciding their partnership, distribution of authority, and rules in organization development. Accordingly, the mechanism is the most crucial element for the organization's journey, so it should be formulated in a group to ensure the proper management of the organization and the attainment of its goals. Besides, the mechanism should be designed based on the ten principles mentioned above and the characteristics of the communal agreement.

In this study, the working mechanism was limited to the organizational aspect, namely division of authority, strategy implementation, and numerous regulations or policies adopted by the institution (Schein, 1992). In this study, the working mechanism in the state university with a legal entity was differentiated into a number of classifications, namely (1) working mechanism identity in the state university with legal entity, (2) planning, (3) management, (4) accountability, (5) supervision, (6) employment, and (7) student affairs.

The mechanism identity of the state university with a legal entity represents the initial characteristics of the institutions with a legal entity. It includes planning, as planning in the working mechanism covers the strategic arrangement to achieve the purpose that should be disseminated to all of the relevant stakeholders (Mardiasmo, 2009). Meanwhile, management can be defined as a guideline for a management process using the efficiency, autonomy, and accountability principles (Dwiyanto, 2008). Accountability represents a steady and orderly financial report following the available standard. Supervision includes the staff who are obligated to oversee the university. The employment describes the main tasks and functions of the lecturers and other supporting stakeholders. It is also necessary to support infrastructure and human resources of educators with the required competencies (Sunandar, et al., 2022). Most of school administrator in Tukey agree with their schools' organizational improvisation capacity (Limon & Dilekçi, 2021). Lastly, student's affair represent the requirements and regulations related to the obligations of the academic member of the university.

Organizational Climate

Organizational climate is another substantial element of an organization and institution that affects the organization characteristics, such as their communication, human resource performance, and target attainment. (Robbins & Timothy, 2012) argued that organizational climate represents the attainment process of the organization's purposes, along with the communication and performance of the organization's leaders and members. As the organizational climate is confining, it somehow becomes the identity of a group of people. Thus, it unifies the perceptions, behaviors, and procedures of action. Further, organizational climate also contributes to the efficiency and effectiveness of the attainment of the organization's goals (Burhanuddin & Sunarni, 2017). Organizational climate is divided into three levels, namely (1) artifact, (2) supporting value, and (3) assumption (Ivancevich, 2006). Artifact is the authentic and visible culture in the form of speech and behavior, while supporting value represents the fundamental framework used to measure the behavior, situation, and other aspects of an institution. Lastly, the assumption is an unconscious sphere deeply revealed in the organization's philosophy and utilized in the organization's vision.

Generally, the organizational climate becomes the social tie that unites all the elements in the institution with high standards for achieving the goals. The mechanism, climate, and culture in an organization encourage a commitment and attainment of the purposes of the organization (Robbins, 2003). On the surface, the organizational climate and culture are

similar, but the organizational climate refers to the patterns of unified experience and communication (Kreitner & Angelo, 2001). Besides, organizational climate focuses only on the dynamic of culture in an organization. In an organization, the climate can alter from non-productive to productive, boring to fun, and vice versa. The organizational climate mainly consists of three aspects, namely (1) work culture, (2) quality reinforcement through the organization culture element, and (3) strategy in generating the organization climate.

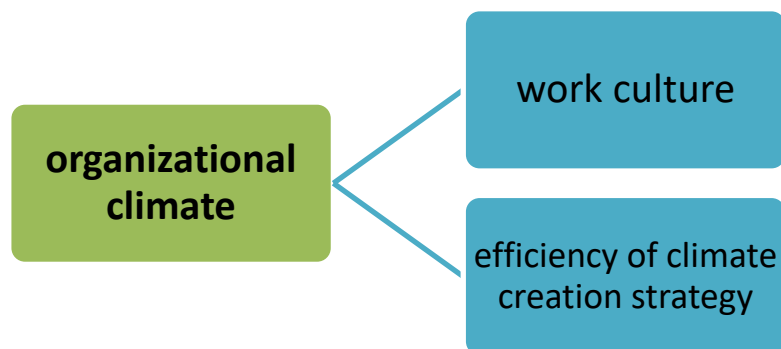


Figure 1: Sub Variable of Organizational Climate in the Research Outline

1. Work Culture

An organization amplifies culture and climate to a higher level (Wibowo, 2013). Work culture is defined as an atmosphere that supports enhancement in finishing particular responsibilities corresponding to the task distribution in an organization. In a deeper sense, work culture represents the crystallization of ancient values and the common expectation on the procedures of completing a job from generation to generation. Linearly, (Schein, 1992) describes that work culture is an individual's habit showing the level of motivation in completing their main tasks and functions.

Different from the field of management, in the field of education, the work culture is referred to as academic culture (Baron & Greenberg, 1990). Academic culture mainly focuses on regulating the teachers and educational staff to present (1) a positive attitude toward their job, (2) adaptation with their colleagues, (3) proactive behavior, (4) creativity toward the leader policies, (5) good habits, and (6) work ethic (Ahyar, 2020). The positive behavior toward their profession is generally represented through the staff's and teachers' skills in using their competencies following the recent regulations. Adaptation with a colleague is represented through smooth communication and coordination during an activity. Excellent communication and coordination in an institution are reflected in the punctuality of group work completion (Cramm et al., 2013).

Proactive behavior is demonstrated through the staff's feedback for the leader's instruction in the form of speech and action. The creativity toward policies from the management team is defined as the direct involvement of the staff in designing numerous new policies offering benefits in a scientific and accountable manner (Ahyar, 2020). Meanwhile, good habits are divided into the good habits into the individual affective aspects within an organization or institution. Lastly, the work ethic is displayed by the individual's accuracy in completing their obligatory work, following the standard.

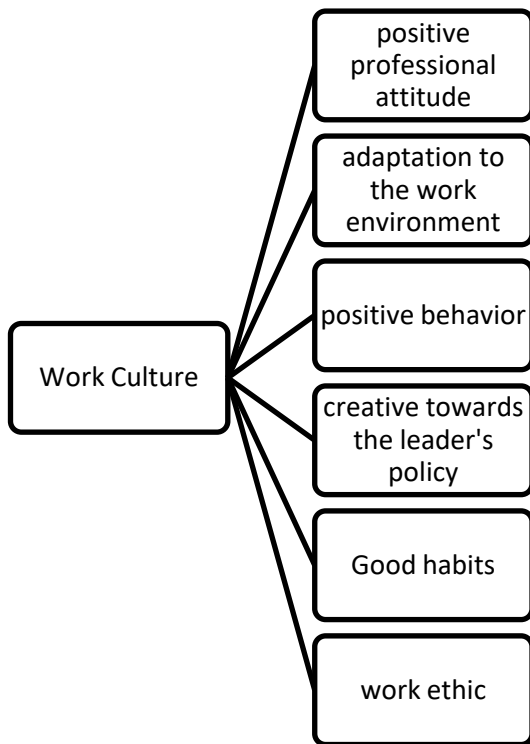


Figure 2: Indicators of Work Culture

2. Strategy for Formulation of Work Climate

One of the vital stimuli for the creation of dynamic organizational culture is the role of the leaders, where they have to be role models in the cultural polarization within the organization (Robbins, 2003). Once the leader is capable of being a role model, the academic culture improves. If the leader presents their commitment and sincerity, the staff member will also show their effort to work for their organization. Besides, the leaders' sincerity as role models also cultivates their members' willingness to complete their tasks properly (Yukl, 2013). Therefore, the encouragement to enhance awareness and empathy, along with work climate sensitivity in an educational institution, is necessary. The sub-variables of the strategy for producing optimum organization climate are illustrated in Figure 3.

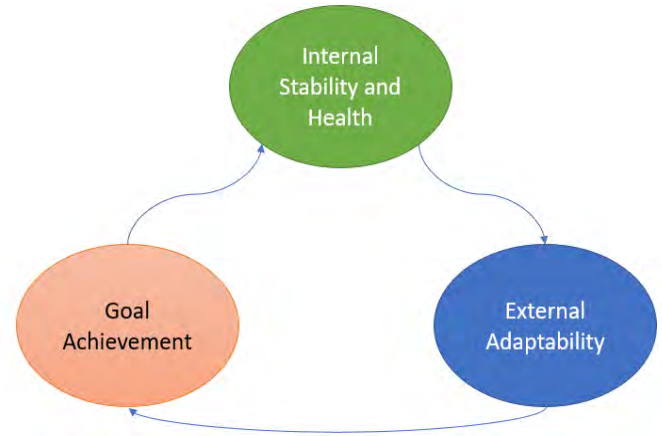


Figure 3: Strategy for Formulation of Work Climate

Internal stability and health represent the minimum conflict within an organization. In an organization, conflict is defined as an issue that may lower productivity if they are accompanied by perceptual misunderstanding (Da'as & Zibenberg, 2021). If the conflict bears no effect on the working performance, then it is included as a positive perception alignment. Second, goal achievement is the reward-oriented formulation of climate strategy.

An institution with a reward-oriented target tends to generate an achievement-oriented climate. If an institution aims to achieve a specific goal to get a reward, then all of the activities are designed based on total quality management (Sallis, 2014). Lastly, external adaptability is demonstrated through the organization climate that aids the organization to compete with other institutions through benchmarking in a structured and systematic means.

DISCUSSION

The studies related to the organization have become more dynamic as they follow the continuously changing human relation pattern and structure induced by the advancement of information and communication technology. The transformation of life order caused by the disruptive understanding also carries effects on the organizational dynamics. However, organization theories remain to be fundamental for the application of IT-based management systems. Thus, in the development of an organization, we still need organizational structure, working mechanism, communication process, formulation of a conducive working climate, and organization culture as the foundation of futuristic organization development.

A previous study reported that in this recent modern era, organization performance is influenced by information technology, allowing workers to work in a virtual setting using computers (Daft, 2008). Another study reported that economic growth is affected by the organization's ability to compete and develop innovations (Olszak, 2022). In other words, the progress of an organization highly relies on its development which is facilitated through the development of information technology. (Kurnia et al., 2021) described that an organization should not only focus on the quality of their product, but they have also to consider the market opportunity, determine a

unique feature and characteristics in their product.

Aside from technological advancement, the organization's progression should also consider the market demands and opportunities. Thus, in this modern era, organizational development should be carried out comprehensively. Essentially, the organization's advancement in the industrial field is much more progressive than in government organizations. In a business organization, industrial construction completed using modern technology is one of the proponents for economic growth (Shindina, 2016).

Theoretically, organization development is correlated to a number of vital organization elements, such as organizational structure being illustrated in the form of a chart and guidelines or workflow (Wursanto, 2005). Meanwhile, (Tosi, 2000) added that the robust organizational culture and structure maintain the behavior pattern in an organization. Prosocial behavior in the individual in an organization can be affected by a sense of community and agreeableness (Devi, Yusuf, Hardjono, 2017). Humanistic education management carries out innovative activities for all members of the organization (Abin, Wiyono, Bafadal, & Utaya, 2022).

In addition, the management of a higher education institution should adopt excellent scientific, humanistic and constructivist organization management theories. Modern organization theories combine managerial perspectives and apply technology devices in their implementation. (Rahimi et al., 2010) states that the strategy for academic quality enhancement in universities is carried out comprehensively and adopts the organization elements in Iran. Besides, the progression of universities requires cooperation between its numerous primary components. Additionally, universities also have various members, starting from the lecturers, educational staff, and students. (Tsiring & Sizova, 2018) defines that higher education presents distinct organizational culture affected by the personal and conformity level of the organization member.

In short, the analysis results found that organizational development in the higher education institution is determined by a number of factors, such as organizational structure, the regulation of the working mechanism, and organizational culture, which later produce organizational climate and staffs motivation, along with the adoption of information technology devices which accelerates the completion of the task.

CONCLUSION

The analysis results found that the dominant variables consisted of organizational structure, working mechanism or organization guidelines, organizational culture and climate, and adoption of information technology devices to achieve the goals. The transformed institutional status of the university is one of the government's attempts to enhance the quality of service and graduates of the university. The bestowal of a state university with legal entity status aims to increase the university's independence and lower its dependence upon the government. The delegation of government authority in the form of the university's autonomy is intended to enable the university to make a decision and give responses more freely. In the long term, Indonesian universities are expected to be at the same level as the top universities in the world. Organizational development in universities is affected by

numerous variables. This study specifically and theoretically identified the variables perceived as the main components of organizational progression in a higher education institution.

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