

# Leadership of Higher Education Institutions in Indonesia, a Literature Study

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**Leadership of Higher Education Institutions in Indonesia,  
a Literature Study**

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**Abstract**

A study of the literature that do writers who describe the opportunities or potential which allows achieved higher education private when higher education campuses High- prepared with quality and capacity to provide the service excellent for customers. But the case is not be in reach with the conditions existing because weaknesses and constraints that overshadow higher education private sector, both in the procurement of source power human and facilities and infrastructure. Total power work that requires agencies college high for the development of competence and education amounted to 41.44% of the number of personnel working that exist in Indonesia. Paying attention to the demands of the higher education private sector should create a breakthrough that can provide the service that is excellent for prospective workers working or students who would plunge spaciousness work with competence that is satisfactory to the user. Higher education in expected able to design a curriculum that is relevant to the needs of construction and industry, so that every outcome university higher in accordance with the needs of the market power of work (link and match). It was realized that the higher education private sector has a constraint that the complex of the funding as well as efforts to improve the image of the university high, in conjunction with competition among higher education private. Competitive is also overshadowed by governance higher education in which the source of funding of government or budget expenditure State, so problems that include higher education private sector to uphold the vision, mission and realize the tri dharma higher education very constrained. By thus in need of leadership that is effective, a leader who is able to increase the role of higher education private sector to fill the development of national, especially in the procurement of energy work that is relevant to the needs of development.

***Keywords:** Leadership, higher education, effectiveness.*

**INTRODUCTION**

An organization of institutions of education in general and particularly the education of high and especially higher education which already has a history long in educated tillers education source power human in Indonesia. Development institutions of education is noticeably stagnating at a time certain, could be

because they situation economic state, politics, security and the issue of domestic in the state or government. Although we realize that education in Indonesia is very potential, to meet the needs of education people with the number, 237 641 326 inhabitants (census of population in 2010). Based decline of the number of people in Indonesia can in be sure that the higher education in Indonesia must undergo development and advancement of minimally on the position of rivalry college high at the level of Asia. However the matter is not yet achieved due to factors management that do not follow governance are good . Observing the development of higher education means common in Indonesia, can be in the plot besides institutions of education higher which is already long, there are newcomers just education high in Indonesia , namely the corporations that conglomerate , the trend of directing its attention to the sectors of education , raised the question of small whether corporate which is already established in sector specific such as property, retail petroleum, pitch university in order to fulfill the needs of the source of the power of human corporate or on purpose right and wanted to fill in the competition among higher education that there is , just the vision and mission of the institution who can answer .

Noting the number of higher education in Indonesia very rapidly even impressed much more substantial when in compare with the number of higher education in asean countries and even in countries of Europe Developments Education High In Indonesia in decades past growth is significant. Total higher education in Indonesia reached 4,259 units with the details as follows: Academic 1,064 units, Polytechnic 27 8 units, School High 2,303 units, the Institute 122, and 509 units of the University. Higher education is spread in the entire territory of Indonesia. Although the number of corpulent still be on the island of Java, which reached 1,708 units. (Web site of Higher number of universities in Indonesia). Data from the quantitative amount of higher education in Indonesia it is large when compared with the higher education at some regional asean countries. Total Education High shows how massive the education high in Indonesia. But the number of those having an is disparities that stand out. Due to lack of details, the difference mission among higher education there, whether higher education

research, higher education are comprehensive, or institution that focuses on teaching as polytechnics or colleges. So that <sup>5</sup> the role of higher education as the development of the economy and the source power of man becomes not clear. Although it must be recognized not slightly universities featured in Indonesia are accredited superior. It is demonstrated from the amount already adequate, but the disparity in quality is not to be denied very different inter- higher education, matter is the cause there are higher education that are very outside of the usual number of students and there are higher education that the number of students very little.

Likewise also the case with the means and infrastructure of higher education, there were higher education that is already quite adequate funds and the ingredients are there higher education that not meet the standards minimal by role in charge by the government. if we searched for more in no little higher education already able implement tri dharma higher education with the quality already in the account for the level of asean country, especially public universities rely on the state budget as a source of funding, even if there are higher education private sector are capable of it only a few only. The ability of higher education private here who became the spotlight writer who in expectation evolving, meet the standard of quality that is in charge of government but still meet the needs of the market industry because of the number of higher education private very dominant and support financial from sector private is more than enough.

### **1. Higher Education Management**

Data last number of higher education in Indonesia as many as 3,000 college high and among higher education private sector as much as in 2928, of the amount it clearly can be seen the role of higher education private very dominant. The dominance of the amount it is moral must demonstrate motivation management of higher education as professional, considering the number of students who become the responsibility he replied in an increase resources human are superior in order to increase the power of competitiveness of the nation. According to Law No. 20

Year of 2003 on Nasional Education System 2003, Indonesian higher education institutions (HEIs) are divided as follows.

Academies. An academy only offers vocational education of one particular applied science, technology, or art. A number of academies aim primarily to educate staff of ministries. Polytechnics, A polytechnic conducts vocational education in various applied sciences and technologies. Polytechnics Reviews their equip graduates with applicable and transferable knowledge and skill ls conducts vocational education in various applied sciences and technologies. Colleges or advanced usually schools consist of one faculty with some majors that only provide courses of related subject areas. They offer both academic education and vocational education. Some particular colleges conduct professional education as well. Institutes and universities, Institutes and universities comprise of faculties that conducts vocational and technical education and academic education. Institutes specialize their courses within a specific discipline, agriculture, technology, arts, etc. An agricultural related institute only offers courses in agricultural related fields. It is often indicated by its official name ending with the area of specialization.

Universities rarely specialize but offers a large number of courses for rom various disciplines. Medium term national plant ( RPJMN ), 2015 - 2019 the Ministry of education and culture there are some missions that became the target of education in national cover ( 1) improve availability of education services (2) improve affordability of education services ( 3) improve the quality and relevance of education services (4) improve equality in training education services ( 5) improve the assurance / guarantee of obtaining education services (6) will be directed at achieving economic competitiveness on the base of natural resources and the quality of human resources, and increasing capability to master science and technology. So from Plant (RPJM) the then higher education private must refers to the planned construction period of the medium on one side but on beside higher education should also pay attention to the interests of market labor that is the source of power of man who is ready for work . Needs a source of power of man that is ready -made in Indonesia is very large to be able to increase the power

of competitiveness of the nation 's, but this has not been achieved since higher education have not been able to print the source of the power of man who is ready for work. Even the tendency that there are many unemployed are actually educated, the increase of unemployment is in caused, higher education private sector are not oriented to the needs of the market, in addition to those investors who are oriented " ready -made " without wishing to train a source of power human in the corporate university.

## **2. Challenges of Higher Education Management**

Management of higher education private in principle should follow the standard of education higher which is already in outline government ( UU No. 12/2012 on the education higher ) wherein each of the standard which required that have ratings as a guarantee of quality externally , whether a higher education positioning themselves just for meet the standard external are assigned or guarantee internal exceeds the standards specified in accordance with the needs of the market. It is very depend on the challenges of higher education in internal extent to which commitments carry out higher education that send envy, are common challenges that include,

### **a. Enrolment, Equity and Capacity.**

Captivate the hearts prospective students to enroll in higher education private does not matter that easy, the number of higher education private that offer services that together very much and very varied, so that every student who graduated from senior high school, in faced with many chooce. Just to educate the selection of this, government already made a list ranking higher education are referenced, but the ranking was also not become a benchmark in determining the choice for the prospective students because still many factors into consideration for the students, the location of which is located, means the infrastructure as well as information about other support genuineness higher education meant. If you pay attention to the number of prospective students in Indonesian it is very adequate, increased from year to year, it can be seen from the statistics the number of graduates of senior high school who grow loyal every years with percentage, 5

up to 10%, the data last year teachings 2016/2017; 1,263,211 student. So pay attention to the number of prospective students, a very big opportunity or an opportunity that should be achieved higher education private. But to put yourself as a higher education that so selection of prospective students need quality of service in give, when students want to put out a budget as money college, whether the sacrifice was very appropriate to what are in obtained, many higher education have not been thinking deep as this.

Sometimes the ratio of lecturers for student not be requirements of the standard are internal, especially when in compare with the means of infrastructure and facilities to learn teaching that has not been adequate. Means of building that adequately allows students carry out proses learning, with the exception of the current pandemic covid 19 in which the process of learning by learning distance away with a virtual, things have to create an atmosphere of learning that is conducive to that paid by the student. Sometimes a lot of higher education with all the shortcomings facilities and infrastructures supporting the process of learning to accommodate the number of students , above capacity because only rely on the ease in issuing sertificate as output learning .This is going to damage the image of the higher education private and forever not be able to create a source of power human superior to that can fill out the field work for the development of the economy nationwide .

#### **b. Admission in Public University**

Getting recognition from the public for a higher education need through the stages certain who has been assigned by the government in the form of accreditation, so as to get the criteria of superior or "A" is not easy for the higher education private. But no doubt some higher education private though not with the criteria of "A" from the government, but the recognition of community general entry categories that interest so that the number of students exceeds capacity means supporting. Besicallly case this can happen because the higher education it can give something " values over " in the learning process while on campus. Value is here that by some higher education private in the created as an assurance of quality internal can in purpose the students after they entered in field work.

Each higher education private have the right to created guarantee the quality of its internal and is not no limit, even by the government of things in appreciation as is a good value. A good value it can create a very in specified by the community of academics that exist on higher education as internally, the entire stakeholder coordination to achieve a goal, synergy between division/ faculty and subordinate in racing, especially in participation personal. higher education is an institution that core "knowledge base on" which means contribution source of the power of man very dominant, the energy educator professional and labor education that is able to present the "excellent service" so that standard guarantees the quality of its internal running with good.

Power educator with all its competence should be the maximum empowered, the talents of its researched given the opportunity to conduct research with the support of the faculty or the institution. if talent as a teacher, even can be a motivator for the students, also must be in empowered, thus also to write and devotion to goodness' society, so are cumulative higher education to achieve the task of Tri Dharma higher education. Mapping of the competence of personnel educator is in higher education private sector has not been able to in implemented in synergy, the mapping of competence is only to be administrative as given of agencies that arbitrarily at the ministry of education high. The role of the leadership of the institution higher education for hamonize power educators greatly in expected to increase accessibility higher education against the needs of the market, the hamonization of the empowerment of competence is "academic leadership" is required to be applied to the leadership of higher education so what are becoming the expectations of the market can be achieved and the recognition of public for glue institution appreciated.

### **3. Financing**

For higher education private matter finance are things that crucial, but as if on watch developments establishments higher education private relatively evolved from the quantitative actually no source of funds that strong of stakeholders each institution. And become a concern in itself when investors glanced at sector level

as a line activity, meaning there is "SUGAR" in the sector of education which is attractive, a trend that occurred a few conglomerates that already exist on the line of business specific, glanced to the sector of education. From the condition this can be taken a conclusion while that regard the financial can be in the tackle as internally with relevant stakeholders. Problems that appears is the determination of the amount of money college, if the amount of the cost of money to higher education is in charge in accordance with the waitress the services, or in the given or simply rely on the comparison of the amount of money lectures at higher education which is similar on the market or competitors.

Absorber amount of money to college is actually should have a strategy in itself each institution higher education , greatly depends on the position and the willingness of stakeholders, but thought to be long term donation external , grants both research and grant others must be in managed in a holistic not by partial, multiplier effect of the grant should be optimized not only for personal but more holistic to institute higher education . Such as the placement Workers who have lecturer certificate, which is financial gain support from the budget of the government should be a resource that should be on empowering be integrated by the leadership of the institution higher education. Things more important again financing is to be transparent minimal to stakeholders that can in known directions and utilize, it is in knowing the cost of education will to be expensive, because it is effect logical from the condition of the macro- economy of a country. But whatever the obstacles that face the if in to manage is transparent definitely can covered, especially with the orchestra led manage that excellent. Confidence in the leadership of the institution higher education is a value that is high even the organization of non-government (NGO) is very interested in putting the funds as grants to the institution of education high on guaranty sustainability of the earth is, of course, with project particular. Would however have very in specified by contributions Leadership of institutions higher education that can harmonize the entire source of power either internal and externally to achieve the purpose of education high.

#### **4. Cross - Boder Education**

Challenges to the service of education in the higher education also experiencing competition that is not perfect, compete with higher education from outside the territory of the province and even from higher education in outside the country in class distance away. Competition is potency for each competitor but that compare not quality but cheaper than the cost of education, by so if the competition between institutions of education higher only for differences in the cost of college can be in sure no quality again target the competition. By thus for higher education private very expects the setting is more detailed and controlled, concerning the implementation of education distance away / blended learning, especially class university who live in outside the country. It is not in deny each personally as a student has the desire or expectation to develop themselves on higher education, but the government must assert the attitude that ensures the student can have teaching, competence or certificate should be in accordance with sacrifice.

#### **5. Unemployment**

Unemployment are open are increasingly rising to be the sole responsibility of the government that should be ready to create a field of work for number of work, will but unemployment educated not escape from responsibility of higher education responsible. higher education does not guarantee ease of got right job, stuff it in caused because the process of learning both content and contextual not relevancy to the needs of the work. Oversight employ educated actually increased, and ironically employ by under school low quick to get a job, especially in the concept of sharing economy are again a trend in the economy nationwide. Field work for the personnel working educated actually quite roomy even occupied by personnel working foreigners because of the power of educated graduates of higher education many are not able meet the requirements of the work that is in charge of the company. Data from the Central Statistics Agency (BPS) announced Monday (5/5/2019) showed that in February 2019, open unemployment in Indonesia reached 6.8 million or 5.01% of the workforce which reached 136.2

million. Judging from the level of education, unemployment most high is the graduate school secondary vocational (SMK), 8.63%, turn of the position of 8.92% in February 2018. unemployment open top also occur in the graduate diploma I, II, and III which reaches 6.89% and senior high school (SMA ) 6.78%. Who holds a diploma higher education, a minimum of Strata-1, there were 6.24% unemployment open. By thus higher education should complement the institution higher education to be able to be the institution that is competent to cover gaps of skills that need market with prospective labor work that is in the students.

## **6. The Importance of Leadership**

Leadership can be defined as the art or a way to affect the resources of human or workers who are on around us <sup>7</sup> in order to be able to work together to achieve the goal that is expected in an organization or institution higher education. Thus achieving the purpose of interest organization very significant in determined by the ability of a leader to lead the entire potential of the organization or resources towards the achievement of the purpose of the organization. To be able to mobilize the resources that exist then need a spirit that is equal to the entire participant organization, unity of view of the entire power of work, both energy education and energy educator. higher education as a unit of organization have uniqueness of its own, because higher education based on the knowledge that its domain is the source of the power of man, somewhat different to other industries that use the machine in the process of production to produce the product. Then to harmonize or synergize the power of education and labor educators needed leadership, and the leadership was in the hoped for,

Motivating Employees - Knowingly actually force working at the institution higher education is the power of work that educated because various kind corner with arguments each very much in found in institutions of higher education. Even innovation and discourse are not applicable institution higher education is the nest, by thus the potential power of this to be in governance by carefully with a motivation for together to be able to be shared equally reach the destination organization. To have a spirit or soul as a leader, must be involved in cooperation

as a team working in an all activity or activities. So if someone often involved be cooperation (teamwork) then from activities that can generate ideas, or the idea that the purpose of the cooperation that is formed may soon be in implemented. Due process in teamwork are at essentially there are elements of communication, discussion, solutions, ideas, as well as solving the problem, which will be greatly needed in a partnership (Teamwork) which is great. Leadership or leader in essentially be formed and trained, so that at the time later when faced some problems will be easy to find a solution to some option if the settlement of the problem. For it, learn to apply how the Leadership or leader work order activity or activities and planning are already in the set can be run with a smooth and according with the direction of interest are in want.

Leadership is very important to be applied in the life of association, because someone who has the spirit or soul of leadership that is ripe to have a sense of responsibility are high on any mandate or activity that had become a responsibility he replied. To motivate employee Daymond John, said that <sup>12</sup> Here are 14 unique <sup>1</sup> motivational techniques, 1. Gamify and Incentivize ,2. Let Them Know You Trust Them , 3. Set Smaller Weekly Goals , 4. Give Your Employees Purpose , 5. Radiate Positivity , 6. Be Transparent , 7. Motivate Individuals Rather Than the Team , 8. Learn What Makes Each Employee Tick , 9. Reward Based on Feedback , 10. Prioritize Work-Life Balance , 11. Have an Open-Door Policy , 12. Let Them Lead , 13. Show Them the Bigger Picture , 14. Create Recognition Rituals. With such leadership can move the entire staff working both labor educators and staff education and movement was harmonized in a motion, that every individual has a duty is that so responsibility he replied. Especially in higher education institutions where the approach is to human resources because the product is knowledge.

Better Utilization of Human Resources - Strategy utilization of human resources as optimal is a matter that is crucial to the institute higher education, regard this in caused the role of human resources in achieving the purpose of higher education that based knowledge. In general employee work on higher education most dominant is the power of staff education and labor educator, of

course, both Classification force is to be in synergic to be able to work together. How to Harmonize the source power the workers is in need of a style of leadership. To manage the power of staff education is relatively more modest , because they 've been in classified by rank, years of work and ladder positions of structural and assessment of performance , can in be sure if someone started a career in higher education as the power of staff education , which concerned already can estimated, how many years which will be the get to rank what, and how the future can obtain the post of structural exist . And if in the notice level post of structural labor education administrative at the higher education relatively short and limited, so for a staff educators to follow the rules of normative can in be sure someone can grab the post of the peak on the organization that is the head of the field or agency.

However the different with the power of educators or lecture, various kinds of requirements that must be in comply to achieve the level of rank academic, by because of its many higher education are not able to meet the qualifications of personnel educators in accordance with standard that set by the Rule of the government. Some higher education experiencing scarcity professor (Guru besar) even associated professor (Lector kepala) with qualifications Phd (S3), although higher education of the already aged stepping 50 years. Why is happening so on caused the increase in the level of rank it relative very in specified by the effort and dedication of personal power educators are concerned, without the encouragement of cultural organizations in an atmosphere of academic, labor educators or lecture relatively slow motion. Supposedly at the age of higher education already reached 30 years or older, is already quite getting regenerating power of educators in accordance with standard regulations. of course, with the leadership that is excellent from the leader. To create admosfir academic in institutes higher education very in need of Academic leadership of the leader, it is no burden of tasks are the same between institution higher education to force educators tri dharma higher education that way need an empowering of leaders in specialty academic leadership for power of educators or lecture, of course, is not the same with the model of management of labor as staff education.

Creating Confidence - In some cases occur very little people succeed in carrying out the mission of certain level of confidence themselves are high, even quite a lot of leaders do not dare to become as initiative in terms of certain because level of confidence themselves are not strong, even if the cause to things are good. Every effort work that exist in institutions higher education should be at the wake-up level of confidence itself, more specifically the power of educators, to create research that verily it became or research that is applicable to the industry sector. Thousands of studies were conducted of students both levels, essay, thesis and dissertation in the whole higher education majority as research that is not applicable, the results are pro forma for the complete unit of credit semester in charge, and everything was just filling the shelves of books in the library. How leaders can improve the confidence themselves the power of educators in order to become a mentor innovative in research that is conducted student research, especially the students of strata – 2 (S2) and Phd (S3).

Results of research students in the form of duties final theses and dissertations already should have the development of science and technology, that already exist or the discovery of new which can in be applied in a unit of analysis that carefully. It is happening because of lack of its identification of gaps problems are in need as well as analysts so that advice and conclusion is not give implications for in implemented, so that the study only requirement . By thus leaders must create 's level of trust themselves to force educators to be the initiator of the study are applicable, of course, with the way the leadership exemplifies the nature of the trust themselves in decision making, which can be rule model for the energy educators. Leaders must map the strengths and weaknesses of the labor educators, to thus be able analysis will need them to increase trust him, if the level of trust yourself power educators then the power educators can continue to all students, so the implication is not only affecting the individual but also to the institution.

Promoting the Spirit of coordination - Team spirit of coordination usually come from the leadership of the highest in an organization, because leadership is a position of decision maker who is always on the watch subordinate, whole

participant in organization, how leaders take decisions, whether for taking decision with a mechanism that organize as well. Surely not no worker or a man who successfully won only rely on the ability of its own, especially in an organization, every person must have need the help of a friend coworker in an organization, but sometimes stuff is not done is synergistic because the lack of a spirit of coordination, aversion to each other in need. Though attention to the task force educator is the same between one and the other that is carrying out the tri dharma higher education, must task together is going to be easy in doing when done with spirit and coordination that integrated. Guide road map folder of research strategic relate with the vision and mission higher education and with attention to the interests of the national as a contributing role in developing the power of competitiveness of national already clear to educators. Implementation of spirit of coordination also can be implemented in public service to society, the latter is in need of assistance in needs a holistic certainly be on serve with a spirit of coordination across faculty in a higher education, so that the dimensions of togetherness can be created, not with a view that is partial. Application of this must be initiated from the leadership of higher education which gives the rule model <sup>11</sup> in the implementation of the tasks and functions of higher education, regard this would be a culture for the power educators are individual in applying the spirit of coordination.

Morale Builds - Build up the morale of the personnel working in an organization does not matter which is difficult especially on higher education where participants comprised of the scholars who already have achievements were adequate. But the case is not considered to be not important, when the workers work educated or lecture this regard is not no concern about the morale within the institution, they will more quickly take the attitude that is arrogant and is individual, because they are people they can achieve what they hope are individually and even able to collaborate with other institutions. So build morale power educators this is a thing that is very important for leaders higher education, like where that every effort educators have a goal that is common to the higher education, so any achievement that achieved power educator is also the

achievements of the institution higher education. To build morale have led higher education should carry out communication are intense against the force of educators, build trust to the educators in the competence they are which should be in respect. Need in some things leaders should participate in the activities of the activities of tri dharma higher education with the way it can be known needs to be operational which later can be estimated budgeting that right. So that if the leadership can be together with the educators perform some activity then by itself or entanglement of emotional in a team is created which is directly build a moral work that is synergistic. Entanglement emotional this is what should be on creating leadership in a mechanism of collaboration among staff educator.

Directing Group Activity - The role of active from the leadership in moving the activities of the group is an obligation for professional, often occurs an obstacle when the leadership is deeply not feel atmosphere activities of the group then there was a misperception. In college higher education activity group of the power of educators is the duty tri dharma higher education, carry out teaching, research and to the public service (pkm). Implements selected activity is actually can be implemented by individual by force educators, even fees for implementation can be independent. Similarly as with the results, research and public service can at publish it independently in the journal externally, so that results in an increase in academic function can be in getting itself. But if the entire force educators to think and act in self certainly not encourage atmosphere academic that expected from the leadership of higher education. Though actually when the results of research and public service are published 've definitely improve the reputation of higher education that concerned if in associated with the institution. Then to establish atmosphere academic in the culture of the organization at the higher education, leader higher education must hold the role of active to organize activities empirically and public service are synergistic fellow workers educator. Demands for leadership of higher education is the ability of academic leadership that can to integration vision of the mission of higher education with the activity of research and public service were carried out with the purpose specified. It is expected that with the coordination that both the synergic

budgeting also can be more efficient and effective, with a budget that is the same is not closed possibility in getting 2 or 3 activity. Then in activities with a budget that is equal the power of educators or lecture from various disciplines of science can carry out collaborative public service and research, which multiplier effect of its very good for excellence higher education. By potential higher education can be directed in accordance with the excellence that possess.

Develops Good Human Relations - Communications are poor can be dwarf the role of both personal and team work even institutions ,by this problem of communication among workers labor / employees of both educators and staff education should be at the wake in harmony. The relationship between force working that well can accelerate all coordination and collaboration were carried out in inter personal and across departments and even across institutions. Special relationship work between staff of educators is very urgent in achieving the goal, to produce a pass late that reliable this is the result of combined efforts of the staff of educators, with such a relationship work very in hope to create graduates. Build relations are good between labor educators in a higher education is a challenge in itself because of its relationship with the disciplines of science and linearity of science and technology. But should easel in sole responsibility of the leadership of institutions higher education, however the challenge, leader must build relation that both fellow workers educator, relationship professional of the power educators can create a synergy that is beyond the ordinary. The ability of a labor educator junior can be lifted and motivated by the Senior if the relationship communication is established with the good. Even the teachers major in order duties have an obligation to foster the junior builds up level positions academic, mentoring both in research, teaching and public service. But everything that is not meaningful and does not mean if the relationship among power educators are not awakened, for the leadership and subordinate must have atmosphere the same to create and build relations were good between fellow workers educator.

Helps To Fulfil Social Responsibilities - Every organization has a responsibility responsible social which is the existence of its presence in the environment, social and community, as well as with personnel working both

energy staff education and energy educator. More specifically power educators as scientists have sole responsibility of the moral on the whole its activities in an institution, to the environment in society, scientists may have the result of research and teaching, but not all of the results it brings meaning that positive. The impact of the results of research and teaching that can be responsible moral of researchers in society. Because accountability answers social it is in faced on one's individual as a citizen of society. Because it institution should create something that responsibility both the environment and the economy can be answered by an institution or individual labor educators. Leaders higher education should see this as something that principle which must be in initiated by the leadership that the entire staff of educators feel secure as citizens of the institution as well as citizens of countries that are ethical.

#### **7. Higher Education Needs Effective Leader**

According tendency of the role of higher education sustain the economy of Indonesia is not growing is significant when we compare with other countries in Asia even Asean regional, where on the side of the income per capita Indonesia is still lagging behind, the last touches on the level of income per capita medium Rp 4,193.109 in year 2019. composition Profile workers in Indonesia in 2019, the number of personnel working as much as 129.36 million, and if we pay attention more in composition personnel work with the level of education most low nominated by employee who has a level of education Diploma I/II/III, which is only 2.82% years 2019. Graduates of the University has a portion of 9.75% of the total personnel working in Indonesia. It's is a challenge for higher education because clearly seen that the higher education has not been able to put his position as a higher education that can fill the void at once motivator for the development of education personnel working in Indonesia.

Implementation of education at the higher education has not been able to align the curriculum with the needs of skills on world of industry (links and match), The curriculum at higher education must be compiled according needs of stakeholders such is the user or industry. It is this which is a challenge that must

be answered by the institution higher education when higher education would put himself as an educator personnel work which has the power of competitiveness and professions. higher education should have the stem internal able to create a unity of motion for the vision and mission of the build higher education, some of the sources of the main that is very strategic, labor education, labor educators as well as the means and infrastructure. Staff education and labor educators as a resource principal remember higher education line of business based on knowledge, so that the management of personnel work is very significant to achieve the role of higher education that is expected. The role of leaders to manage the higher education very in need, style and goodwill are stronger manage in particular the source power human, innovation, creating and motivation for clicking force all power humans.

At the level of higher education private time is, both are new and are quite old, load tri dharma higher education has not been fully able in laurels with good, although in fact it is also the task required a labor educator as an individual. Should with provide a stimulus for the employee educators, need to vigorously carry out its function as , teachers, research and public service, as the result of the final is make up will be a wealth of intellectual power educators that can elevate levels of rank . By so that the power of education and labor educators can work together in harmony needed leadership that is effective from a leader of the institution. an effective leader possess characteristics, self-confidence, which has a trust themselves are strong become leader can be an example for subordinate as well as transparent create a system career that motivates. Having strong communication and management skills, in managing the potential stakeholders to become inspiration in created profiles of graduates are in accordance with the needs of the market, things it can in trying to accomplish with the skills of communication. Leaders can create creative and innovative thinking, in the form of new ideas or thoughts in the educational process that keep up with the times and be anticipation in the future. Then Leaders also need perseverance in the face of failure, leaders must be able to make a trial for things that just as creating and

promoted as an invention, do not be afraid to failure and must be diligent and consistent.

Courage willingness to take risks, the leadership can take an attitude to accept the occurrence of a failure, but of course with all the consideration that is right, because it is not there is an action in activity without a risk. leader that anticipate changes in the future and be the agent of the change it themselves, institution that became the initiator of the change is the institution that led the leadership of a visionary. Leaders are able adaptive to the environment does not become a tower of ivory in an environment as to be in knowing that higher education it is an institution that should be sensitive to the problems the environment / community , as much as possible higher education to be able to handle the problems that faced by society. So issues that in dealing with the public is a problem that must be in solved by higher education, meaning college high to be responsive to the situation of the community environment and to be reactive to the situation of the crisis.

## **CONCLUSION**

Higher education in Indonesia especially higher education private very potential to evolve as which occur in other countries, with the number of residents that so big 237 641 326 inhabitants . While the force labor 136.18 million, and when seeing the profile of workers by level of education, covering the level of primary 40.51%, 7.75% junior high school, vocational school / high school 28.97% and the University / Diploma 12.57%. From the profile of workers in indonesia obviously aesthetically chances are prospective for college while in, because of course the workers need a higher education as a place to improve the capacity, competence and careers them. So that the demands of the institution higher education to increase the capacity and quality of absolutes that should be on improving in order to meet the demands of the needs of the market power of work. But looks are still many higher education not to create a power of work that is ready to plunge the spaciousness of employment in professional, regard this in caused the weak capacity of higher education for designing curriculum and the

process of learning in accordance with the needs of the market. By thus in need of leadership to be able to manage higher education private in the right order in fulfilling the needs of the market, a leader as visionary, capable in academic as well as have an insight into the area . an effective leader has the following characteristics: self-confidence, strong communication and management skills, creative and innovative thinking, perseverance in the face of failure, willingness to take risks, openness to change, and level of headedness and reactivity in times of crisis.

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