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Managerial Leadership for Competitive Advantage University

Tjiptonegoro Dinarjo Soehari¹, Iffah Budiningsih² and Mirza³

¹Lecturer of Mercu Buana University, Jakarta, Indonesia, E-mail: tjiptogd@yahoo.com

²Lecturer of As Syafi'iyah Islam University, Jakarta, Indonesia, E-mail: iffahbudiningsih@gmail.com

³Lecturer of Mercu Buana University, Jakarta, Indonesia, E-mail: piscessimir@yahoo.com

Abstract: In order to be competitive, a university requires to manage its study program as integrated, effective and efficient as possible to meet the required quality standard. A strategic factor in managing university constitutes role of all organization element at all levels. Its population target is lecturers and Head of Master Degree program of Management, Mercu Buana University. Managerial leadership is associated with ability to take action as advisor, strong supporter and reliable based on orientation of organization goal. This research applies quantitative explorative method with SPSS program analysis, and survey applies questionnaire and individual in-depth interview. Research respondents are Lecturers in Master program of Management with title of Professor and Doctor with academic position as Lecturer, Senior Lecturer and Professor. Research respondents obtain three qualifications namely those who have moderate managerial leadership ability (6.7%) which require intensive guidance, those who have good ability (36.67%) which require improvement program and those who have very good ability (56.66%) which require sustainable program for leadership potency. Conclusion: Developing competitive advantage requires training and development program 28 items in field of managerial leadership.

Keywords: competitive, managerial leadership, effective, efficient, competitive advantage

I. BACKGROUND

The university which has competitive advantage can be seen from high number of students, quality of study program accredited "A", and high satisfaction of students and employees (educational and non-educational). University competitive advantage is oriented at quality of teaching, research and community service, sustainable achievement in which they require good and proper management. Strategic factor in managing university is quality of managerial leadership at all levels either at study program, faculty, postgraduate program or university. Target of population in this research is Lecturers and Head of Master program of Management, Mercu Buana University.

Master program of Management is held by Mercu Buana University with concentrations of: Human Resource Management, Financial Management and Marketing Management. In the early 2000/ 2001 academic year, number of students is 37, then 58 students at the second year, 81 students at the third year, then it decreases to 66 at the fourth year and 38 students at the fifth year. Particular weekend class which was opened at the second year (2001/2002 academic year) showed ongoing increase. Number of students in the first batch is 21, then 79 in the second batch, 87 in the third batch and 164 in the fourth batch. Master program of Management is accredited B by National Accreditation Agency on December 8, 2005. Number of students at this program tend to increase in which it achieves grade A. This great increase is obtained as result of managerial leadership from the board and lecturers of Postgraduate Program, Mercu Buana University. Therefore, leadership research becomes very urgent to be conducted.

Managerial leadership is associated with ability to motivate and influence staff, take action as advisor and strong supporter as well as oriented at the determined goal. There is difference between managerial leadership for profit-company with social company such as university. Its main difference shows that the university must perform *Tri Dharma Perguruan Tinggi* namely teaching, research and community service. The common phenomenon occurred at several universities are as follow:

1. Board of university and functional position (lecturer) can be performed by same individual.
2. Lecturers position is required to do the *Tri Dharma Perguruan Tinggi* namely teaching, research and community service. Meanwhile, the board position is expected to achieve vision and mission as well as to give service to stakeholders (students, lecturers and society).
3. Lack of time management utilization has been performed by board of the university in applying those two functions which are one as lecturer and the other one is as the boards or leaders either at level of study program, faculty or university.

The previous phenomenon can affect performance of the university. Therefore, it requires boards of management program and lecturers which are as strategic supporter for operational success having prima managerial leadership ability, thus the researchers need to conduct a research concerning managerial leadership in order to develop competitive advantage of the university.

This research aims to understand to what extent the ability of boards of management program either structural or functional of all lecturers which directly and indirectly support operational of the study program. In addition, it also aims to understand certain program that is able to support the improvement of managerial leadership ability and keeps the quality of it so the institution will be regularly able to generate quality of education based on the qualification with an accreditation.

II. LITERATURE REVIEW

Leadership is an ability of human to mobilize, to equalize, to lead group and to explain ideas to be accepted by other people. The leaders play important role to make change. They are responsible to mobilize every effort and obstacle to ensure clarity of vision. They require to able to create organization climate where employees feel free yet full of responsibilities. Barrets (2011) stated that leadership is associated with ability to motivate and influence staff. A leader is considered successful due to being able to act as advisor and strong motivator as well as oriented to the determined goal.

According to Fairholm (2009), a good leader requires to have several following characteristics:

1. Having balance responsibility between job and those who are given the job.
2. Having positive role modeling. Role is a responsibility and behavior or achievement that is expected from those who have particular position. Therefore, a good leader should be able to be exemplary for the staff.
3. Having a good communication ability in which a good leader should be able to deliver ideas briefly and obviously as well as properly.
4. Having positive influence in which a good leader requires to have good influence over employees and use the influence for the sake of positive matters only. The influence is an art of using particular thing to mobilize or change others' view to certain viewpoint or purpose/ goal.
5. Having an ability to convince people. A successful leader is he/she who is able to use communication ability and his/her influence to convince others for certain viewpoint as well as advise them for responsibility, not for the viewpoint.

Morgeson *et al.* (2009) states that a future leadership tends to teaching organization which is able to anticipate change and diversity for knowledge, skill and ability of human resource, thus they will improve performance of company. Successful Company within global competence is determined by speed of company to change based on its business environment.

Based on previous explanation, it concludes that leadership competency has important effect towards effort of organization to be competitive and has advantage in the globalization era. A competent leader is responsible to mobilize every effort and obstacle in convincing clarity of the vision. The leader should be able to create organization climate where employees feel free yet full of responsibilities.

One of achievements from modern leadership sociology is development of role theory which states every member of society has certain position and so does individual who is expected to play certain role. This means that leadership can be defined as an interaction between individual and members of the group.

According to principle, leaders or managers are humans who are stronger, more persistent and smarter than others (Jomorroddian, 2011). Number of leaders is only few, yet their role in organization determines successfulness of goals. Based on thoughts, visions of the leaders are determined by purpose of organization. Although it is not the only matter for achieving successfulness of organization, yet the fact proves that without leaders, the organization will remain static and tend to run without obvious purpose.

In the history of human civilization, it mentions that life and organization dynamics depend on small group of human as organization manager. Civilization of mankind even can be assumed that the evolution of mankind is originated from small group of special people who move forward. These people are initiators, pioneers, thinkers, creators and experts of organization in which they are known as leaders. Therefore, one's leadership is key of management. In running duties, the leaders are not only responsible to head or owner to achieve the organization goal, but also to the development and guidance of human resource or in form of training and development. Externally, the leaders are responsible to social community or public accountability.

According to leadership theory, basically, the leadership theories try to explain two things namely factors involved in presence of leadership and basic characteristics of the leadership itself. A research on these two things is more satisfied than the theory. However, the leadership theories are quite interesting as they help a lot in defining and determining research problems. Based on literature study for leadership, the theories were mostly influenced by research of Wanasika (2011) about background of well-known people who attempt to explain leadership based on heritage. Several advanced researches reveal that each of individual in the society has diverse level of intelligence, energy and moral powers as well as the leaders tend to be, indeed, superior.

Several experts of theory, then, develop viewpoint of great leaders' existence in which they are product of temporary time, place and situation. Two hypotheses having been developed are:

- 1) quality of leader and leadership depends on situation of group, and quality of individual in solving temporary situation is product of former leadership which is successful in solving same situation (Barrets, 2011).

Two theories namely Theory of Well-known People and Theory of Situational, try to explain leadership as effect of single power. Interactive effect between individual with situation factor seem to have less attention. For this case, a research on leadership should include:

1. Effective, intellectual and individual action characteristics.
2. Particular condition of individual in the implementation.

Another opinion expresses that to understand leadership, attention should be concerned on:

1. Characteristics and motive of leader as human being.
2. Imagination in condition where there are followers and their motives in following her/him.
3. Role should be performed as leader.
4. Correlation of institution which involves her/him and the followers (Wanasika, 2011)

The previous opinions can be categorized as leadership theories with "Personal-Situational" viewpoint as they do not only concern on existed issue but also interaction either between individual and leaders with their group. The developed leadership theory following previous three theories is Theory of Expectation Interaction. This theory develops role of leadership by using three basic variables namely; action, interaction and sentiment. It assumes that the increase of interaction and participation frequency is considerably related to increase of sentiment or joyful feeling and clarity of group norm.

The higher position of individual in group leads to the more appropriate with group norm the activity, the wider interaction and the more members to be invited to interact with.

In 1957, Stogdill developed Theory of Expectation-Reinforcement to achieve role. It is stated that interaction among members in performing duty would enforce expectation to keep interacting. Thus, role of individual is determined by collective expectation which is associated with appearance and interaction. Then, it is also declared that the foundation of leadership can be observed from effort of members to change others' motivation in order to change their behavior as well. The motivation is improved through changing expectation about reward and punishment. Meanwhile, changing behavior of group members is

intended to achieve rewards for their performance. Therefore, value of leader or manager depends on the ability to create willingness for compliment or reward.

Based on the previous theory, House in 1970 developed Motivational Leadership Theory. According to this theory, function of motivation is to increase association between certain positive ways in achieving goal with the expected behavior and increase reward for the staff to achieve goal. At the same year, Fiedler developed Effective Leadership Theory which stated that effectiveness of leader's attitude depends on result of particular situation. The leader who is work oriented tends to be more effective in various situation. The more sociable interaction of leader's suitability, the higher effectiveness of leadership will be.

The next leadership theory is Humanistic Theory as initiated by Argyris, Blake and Mouton, Rensis Likert and Douglas McGregor. Generally, this theory argued that naturally, human is "motivated organism". Organization has certain structure and control system. Then, function of leadership is to modify organization in order to make individual free to realize potency of motivation in meeting the need and at the same time in line with purpose of group. There are three main variables of this theory. They are:

1. Leadership which is suitable and paying attention to inner heart of members with all expectation, necessity and ability.
2. A well-arranged organization that stays relevant with interest of members instead of organization's interest.
3. A good and harmonic interaction between leader and members to be united and life peacefully.

Blanchard, Zigarmi and Drea state that leadership is not what you do to others, instead, it is something you do together (Fairholm, 2011). Another leadership theory is Leadership Behavior Theory which concerns on what leader has done. It emphasized that there is behavior which distinguishes leaders from those who are not. If a research can discover special behavior that shows successfulness of a leader, thus its implication is addressed to someone who basically can be educated and trained for being an effective leader. This theory also is a response toward argument that leader is not only born but also he/ she is regarded as the outcome of learning process.

In a recent development, transformational and transactional leadership pattern as basic patterns of interaction between leader and follower have been considered by experts and practitioner. These two leadership patterns are based on political scientist James McGregor Burns (1978) in his book entitled by "Leadership". Afterwards, Barrets (2011) studied and examined deeper about these two leadership patterns and officially announced it as theory accompanied by model and its measurement.

Tjiptogoro (2017), managerial leaders which support prevention of corruption are those who are clever; sociable; confident; honest; reliable and responsible; encouraging members to work and obtaining optimum satisfaction, smart in delivering thought evidently; full of spirit; having good moral; focusing on internal supervision; knowing future probability and being anticipative followed by good corporate governance, and not developing centralistic leadership.

III. RESEARCH METHOD

This research applies quantitative explorative method with SPSS program analysis, and survey, it applies questionnaire and individual in-depth interview. Research population is Lecturers in Master program of

Management with title of Professor and Doctor with academic position as Lecturer, Senior Lecturer and Professor all of them 32 peoples and as the samples 30 peoples. This is a quantitative research which is based on positivism philosophy due to it is based on scientific method and it has fulfilled concrete scientific principles, empirical and objective, assessable, rational and systematics. It applies reliability and validity instrument analysis and descriptive analysis for analysis of the respondent perceptions.

IV. FINDING AMD DISCUSSION

4.1. Characteristic and Position of Respondents

Characteristic of respondents: male (73.33%), female (26.6%); age of respondents 76.67% more than 50 years, respondents education 100% Doctor, work duration 76.67% under 10 years. Position of respondents: Vice Director (2), Head of Study Program (1) people, Secretary of Study Program (2), Professor (4), Senior Lecturer (8), Lecturer (17), Other position (1). The characteristic and position of respondent supported the competitive advantage university.

4.2. Validity and Reliability

Validity and reliability analysis to use SPSS program and applies Alpha Cronbach formula. Validity test aims to understand to what extent measurement tool works to measure what is supposed to. An instrument is valid if it can be used to measure what is supposed to. Meanwhile, data are valid if value of r count is higher than value of r table. Validity test is conducted to 30 respondents. It obtains that value of r table is 0.3, and all validity of instrument upper than 0.3.

Reliability test is used to measure a questionnaire as indicator of Managerial Leadership. Statement is considered reliable if it is consistent. Based on the analysis, it obtains that value of reliability of count is 0.979 upper than 0.6.

Thus, the instrument of managerial leadership is valid and reliable to measure data of managerial leadership of Head/ Leader and Lecturers in Master Program of Management, Mercu Buana University. Look Table 1 and Table 2 below.

4.3. Normality Test

Normality test aims to examine whether or not research data are normally distributed. The test applies Kolmogorove-Smirnov test in which its finding of normality test shows that value of Asymp.Sig 0.358 > 0.05 therefore, data of questionnaire result are normal and can be analyzed further.

4.3. Description for Each Instrument

The description is analyzed based on complete statements of every respondent thus it obtains: $N = \text{Number of instrument} \times \text{Number of respondents}$; $N = 30 \times 30 = 900$ statements for all respondent. The assessment scale is from 1 to 10 for every statement. Descriptive based on frequency of score of statements for all respondents: score 4 (2%); score 5 (2.2%); score 6 (7.4%); score 7 (16.9%); score 8 (42.3%); score 9 (26.8%); score 10 (4.1%). The most dominant score is 8, it showed that majority of the respondent have good managerial leadership for competitive advantages university. Look Table 3 below.

Table 1
Validity test of managerial leadership instrument

<i>No</i>	<i>Validity of Count</i>	<i>Validity of Standard</i>	<i>Description</i>
1	0.855	0,3	Valid
2	0.754	0,3	Valid
3	0.856	0,3	Valid
4	0.77	0,3	Valid
5	0.69	0,3	Valid
6	0.895	0,3	Valid
7	0.708	0,3	Valid
8	0.548	0,3	Valid
9	0.684	0,3	Valid
10	0.73	0,3	Valid
11	0.771	0,3	Valid
12	0.813	0,3	Valid
13	0.795	0,3	Valid
14	0.764	0,3	Valid
15	0.782	0,3	Valid
16	0.751	0,3	Valid
17	0.761	0,3	Valid
18	0.807	0,3	Valid
19	0.726	0,3	Valid
20	0.735	0,3	Valid
21	0.753	0,3	Valid
22	0.82	0,3	Valid
23	0.762	0,3	Valid
24	0.784	0,3	Valid
25	0.814	0,3	Valid
26	0.829	0,3	Valid
27	0.777	0,3	Valid
28	0.817	0,3	Valid
29	0.853	0,3	Valid
30	0.676	0,3	Valid

Source: Result of Data Processing of SPSS (2017)

Table 2
Finding of reliability test
Reliability Statistics

<i>Cronbach's Alpha</i>	<i>Cronbach's Alpha Based on Standardized Items</i>	<i>N of Items</i>
.978	.979	30

Source: Result of Data Processing of SPSS (2017)

Table 3
Frequency resume of all instruments and samples
Qiuisionair Score

		<i>Frequency</i>	<i>Percent</i>	<i>Valid Percent</i>	<i>Cumulative Percent</i>
Valid	4	2	.2	.2	.2
	5	20	2.2	2.2	2.4
	6	67	7.4	7.4	9.9
	7	152	16.9	16.9	26.8
	8	381	42.3	42.3	69.1
	9	241	26.8	26.8	95.9
	10	37	4.1	4.1	100.0
Total		900	100.0	100.0	

Source: Result of data processing of SPSS (2017)

4.4. Description for Respondent

Description of Questionnaire Score for average score of respondents such as: N = 30; Mean 7.9567; Median 8.0667; Mode 7.67; Std Deviation 0.84077; Minimum 5.73; Maximum 9.83; Sum 238.70. Mean score is 7.9567, it showed that managerial leadership of the university management has good potency for competitive advantage university. Look Table 4.

Tabel 4
Descriptive Statistics Managerial Leadership Statistics
 Managerial Leadership

N	Valid	30
	Missing	0
Mean		7.9567
Median		8.0667
Mode		7.67 ^a
Std. Deviation		.84077
Minimum		5.73
Maximum		9.83
Sum		238.70

a. Multiple modes exist. The smallest value is shown

Source: Result of data processing of SPSS (2017)

4.5. Discussion

Qualification of score: Very Bad (score 0.0 to 2.0); Bad (score 2.1 to 4.0); Adequate (score 4.1 to 6.0); Good (score 6.1 to 8.0); Very good (core 8.1 to 10.0). This qualification is, then, used to evaluate instrument and respondents. There are 17 questionnaires that good response, therefore it shows that leadership content in the instruments requires to be improved. Then, there are 13 questionnaires with very good response, so

it shows that the instruments require maintained and guided. Two of the 17 questionnaires that good response as questionnaires control so only 15 items that proposed in suggestions (no 4).

There are 2 respondents with moderate response qualification in which it shows that guidance for 2 lecturers (6.67%) is needed in order to improve their managerial leadership. Then, 11 people or 36.67% of respondents are with good qualification, yet it requires guidance to be the best. Next, there are 16 people or 53.33% of respondents, they are very good qualification for competitive advantage.

V. CONCLUSION AND SUGGESTION

5.1. Conclusion

1. Training and development program in managerial leadership are required in order to promote the university competitive by improving the managerial leadership from moderate to be good and from good to be very good as well as when very good qualification is achieved, it requires to be maintained.
2. Ninety-percent of lecturers with academic title of Professor and Doctor with functional position as Lecturer, Senior Lecturer and Professor in Master program of Management with good and very good qualification.
3. Ten-percent of lecturers with academic title of Professor and Doctor with functional position as Lecturer, Senior Lecturer and Professor in Master program of Management with qualification of moderate.

5.2. Suggestions

1. Program of: "Sustainable guidance towards lecturers in order to maintain their leadership quality to support achieving vision and mission of Mercu Buana University" is needed.
2. It is required to anticipate probability of leadership qualification decrease through giving managerial leadership practice for new lecturers.
3. Guidance to focus on material is considered advantage which belongs to the lecturers:
 - 1) Ability to be responsible to mobilize effort and to solve obstacles to ensure clarity of vision and its achievement
 - 2) Ability to motivate and encourage the staff.
 - 3) Ability to act as advisor and strong motivator as well as oriented at the determined goal.
 - 4) Ability to use communication skill and its influence to convince others for the viewpoint and advise them to the responsibility they have.
 - 5) Ability to develop teaching organization that is able to anticipate change and diversity for knowledge, skill and ability of human resource, thus they can improve company performance.
 - 6) Ability to create organization climate where employees feel free yet full of responsibility.
 - 7) Ability to accomplish the duty not only for the head, owner and organization goal, but also they are responsible for internal organization problems included development and guidance of human resource.

- 8) *Ability to develop collective expectation that is associated to performance and interaction.*
 - 9) Ability to influence members to change the motivation of others in order to change their behavior as well.
 - 10) Ability to give attention towards inner heart of members with all expectation, necessity and ability.
 - 11) Ability to manage organization well that is relevant with interest of both members and organization.
 - 12) Ability to have intimate and harmonic interaction between leader and members to be united and live peacefully.
 - 13) Ability to guide members to raise effort of them in changing others' motivation in order to change their behavior as well.
4. It is required evaluation program which is addressed to Lecturers' weakness particularly for those who are new such as:
- 1) Ability to mobilize, to equalize, to lead group, to explain ideas in order to be accepted by others.
 - 2) Ability to create organization climate where employees feel free yet full of responsibility.
 - 3) Ability to balance between responsibility over the job and those who are given the job as well as social responsibility.
 - 4) Ability to play positive role which leads to exemplary for the people.
 - 5) Ability to deliver ideas briefly, obviously, and properly.
 - 6) Ability to mobilize or change others' viewpoint toward certain purpose or viewpoint.
 - 7) Ability to change rapidly to anticipate business environment change that also rapidly occur.
 - 8) Ability to actualize role of leader in individual interaction with group members which shows power, persistence and know everything as determiner of success of the goal.
 - 9) Ability to describe condition and situation, interaction inter-individual and interaction between leader and the group.
 - 10) Ability to change members' motivation through changing expectation about reward and punishment.
 - 11) Ability to motivate members to increase conformity between certain positive ways in achieving goal with the expected behavior and increase rewards for the people towards their job that leads to purpose/ goal.
 - 12) Ability to anticipate situation and condition that will affect effectiveness of organization to achieve the goal.
 - 13) Ability to develop and maintain work orientation in various situation.
 - 14) Ability to transform organization which promotes individual potency of motivation in fulfilling necessity and at the same time in line with goal of group.

- 15) Ability to develop role of leadership through using three basic variables namely; action, interaction and sentiment.

Further managerial leadership research is recommended by having staffs and their leader as samples.

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