

HIGHER EDUCATION MANAGEMENT ORIENTATION: AN ENTREPRENEUR, BUREAUCRACY, PROFESSIONAL, OR NON-PROFIT?

Yudithia Dian Putra¹, Irra C. Dewi²

STIE IBMT Surabaya
INDONESIA

Emails: ¹yudith@ibmt.ac.id, ²irra@ibmt.ac.id

ABSTRACT

The purpose of this study is to analyze the organization that developed within the universities as, science-based organizations. The method used was to scrutinize and examine several journals and literary analyzes of the strategy of the organization, the results showed the Organization of the bureaucracy and the professional has different characteristics and complementary, but keep in mind also that the college is a non-profit organization, so combine type of organization and orientation of the organization make organizational policy makers in universities to be more careful in running the organization. Orientation college management organization is merging the characteristics of the organization that is bureaucratic, professional, and non-profit in generating excellent service.

Keywords: Organization, Bureaucracy, Professional and Non-Profit

INTRODUCTION

The development of a university is affected by the environment, both externally and internally, and the environment changes so rapidly, long term survival of the organization depends on the management response to internal and external challenges (Athiyaman&Robertson (1995). The college is included organizations has a strategic role in the development of human resources. In this regard education is the factor most responsible for the empowerment of individuals and communities (Maarif, 2014: 4). Three issues are most prevalent today in educational services, including higher education is the increasingly fierce competition among educational institutions due to the influence of globalization.

The persistence of a college in the competition requires the fullest and professional management, demand-oriented market. Quality education in order to develop human potential and improving the quality of human resources in a more prominent global era (Suharsaputra, 2015: 2). Freedom colleges and competence between Higher education is getting tougher not only between educational institutions within a country (local, regional, national) but also with education services from other countries (the era of free competition).

Under these conditions needs to be a strategy to improve competitiveness, (Rabee, 2014: 299) states that the results of his research at a university innovation can be implemented but the results cannot be seen directly, this will run slowly and in the long term. Changes in higher education should be implemented and followed innovations from within the organization because new challenge has arrived. All universities must show strength to carry out innovation and change which is run by the organization in responding to the challenges of globalization, (Bileviciute and Zalieniene, 2014: 146). Colleges as higher education providers are required to design or designing its organizational structure, have a structure and process that encourages the development of the individual, within in order to improve competitiveness, productivity and organizational performance that can foster creativity and intelligence if not exceptional, (Absah, 2008: 39). The success or failure of the management of Human Resources in college depends systems inside the organization, including managing and designing organizations require precision and accuracy to the needs of members in the organization. Organizations universities can take steps anticipation of changes that occur.

From the above explanation shows that the organization of universities in Indonesia in general needs to revisit its position, in the era of globalization in making changes or management innovation internally, how the organization today and innovations that can be run in the future.

DISCUSSION

Organizations Present and Future

Organizations that are needed for today and the future is the organization that is able to face the development of science and technology and globalization, this phenomenon cannot be avoided, it is necessary to see how the power of the organization is able to face the challenges. Wright et.al (1996) suggest that the strengths and weaknesses of the organization formed by several things such as:

1. Human Resources (the experience, capabilities, knowledge, skill and judgment of all the firm's employees).
2. Organizational resources (firm's system and process, strategy, structure, culture, R and D, information system).
3. Physical resources (plant, equipment, geographic location, access to raw materials).

That view shows that there are some elements in the organization of mutual support, in this case the needs of the organization according to Suharsaputra (2015: 49) there are things that are needed to have or be met by the organization, namely:

1. Material (physical resources, infrastructure).
2. Energy (commitment, motivation, competence, learning, continuous improvement, organizational structure and infrastructure system of organization).
3. Information (knowledge, experience, vision, mission, goals objectives, innovation, science and technology).

That explain show the necessary process of integrating into a single unit that each of these components can contribute optimally to the achievement of organizational goals. The third element in the organization can be combined so that the needs of the organization be fulfilled as described in the following table:

Table 1. Combined Meeting the Needs of the Organization

Combination	Material	Energy	Information	implication
1	X	X	X	<ul style="list-style-type: none"> • Organizational Learning / Innovative • Innovative Performance productive • effective efficient allocation of resources • The competitiveness of high
2	X	-	X	<ul style="list-style-type: none"> • Adoptive-adaptive organization • Regular performance adoptive-adaptive • Effective resource allocation efficient • Competitiveness being
3	X	X	-	<ul style="list-style-type: none"> • Adaptive-adoptve Organization • Routine performance adaptive-adoptve • effective efficient allocation of resources • Low competitiveness

Sources (Suharsanaputra, 015:51)

From the table above it can be seen that the first combination of a knowledge-based innovation capabilities as a powerful process, able to deal with both competence and effective. The combination of the latter with the mastery of energy that is less likely to cause less competitiveness, while the combination of the three for lack of knowledge makes organizations are reactive only adapt to the existing environment without any attempt to adoption, so that the low competitiveness.

Under these conditions needs to be a major concern is the organizational structure and culture of the organization itself, so that the synergies of both will determine the effectiveness of the performance of members of the organization itself, which in turn form the organization's overall performance in the face of global competition dynamics.

An Entrepreneur Bureaucratic Organizations, Professionals and Nonprofit In Higher Education.

Human resource management within an organizing college as an educational organization is clearly different from the company's organization engaged in trade (profit-oriented). Where lies the difference between profit and non-profit organizations, Tenner and De Torro (1992: 208) declare that organizations, both nonprofit and governmental or not, typically based on the bureaucratic model weber. While Suharsaputra (2015: 45) states that its organization is an organization based on: a). Science, b). knowledge transmission, c) developing science and d). For the sake of helping the community grow. So in this case need college organization designed in accordance with the dynamics of development of society and the development of science and technology.

In Indonesia college status can be divided into two public university operating budgets of government and private colleges. With the dichotomy of public and private higher education based on knowledge / expertise then, it can be said that the college was on the side between the organization and the Professional Bureaucracy. Bureaucratic organization is an organization that is very procedure, including employee interactions are very formal inside usually referred to as an organization that is mechanistic. Evident in the organization of public universities, then opponents of mechanistic organization is professional bureaucracy or organic Organization (professional) are implemented on private colleges. In bureaucratic organizations often someone who occupies the structure does not have the expertise in the areas of its work, it is inversely proportional to the college as a knowledge organization that emphasizes the expertise of science are often the experts / professionals do not have a position in the organizational structure and the decision organism be imprecise and not professional (Suharsaputra, 2015: 56).

According to the organization's effectiveness Sutopo (2005), emphasizes the main components, namely: productivity, adaptability and flexibility of the organization, so as to achieve the aim, we must understand the nature of the organization itself. Sergiovanni and Carver (in Sutopo, 2005) a portrait orientation on their respective bureaucracies and professional organizations such as the following table:

Table 2. Organizational Characteristics and Bureaucratic –Professional Orientations or Expectations

Organizational Characteristics	Bureaucratic Expectations	Professional Expectations
Standardization	Stress on uniformity, records and files, and rule stated specifics	Stress on uniqueness research and changes, and rules as alternatives
Specialization	Stress on efficiency of techniques tasks-oriented	Stress on achievement of goals client-oriented
Authority	Decisions concerning application of rules to routine problems	Decisions concerning policy in professional matter and unique problems
Responsibility for decision-making	Rules by the public	Rules sanctioned by legally sanctioned profession

Basis for authority	Loyalty to organization and to superiors authority from office (position)	Loyalty to professional associations and clients Auth. From personal competence
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(Sutopo:2005, Quoted from sergiovanni and carver, 1973: 147)

See a comparison of organizational characteristics above, the universities need to be viewed in other perspective, because as a knowledge-based organization that required precision, so it will not be a purely bureaucratic or purely professional. Therefore, it needs a combination or modification of bureaucratic and professional models, so the ability to anticipate changes continue to be run in order to appreciate the individual as expertise in college.

The main activities of the college plays a role in the transfer, transform and translate knowledge, the organizational model adopted is a professional organization. Colleges are generally classified as non-profit organizations (not for profit organization) an organization in carrying out its function and role is to service and devotion are not for profit, but the balance in the needs of funds continues to be important that the organization can run productive, Suharsanaputra (2015: 64). With these conditions it is important to be able to continue to improve higher education quality, efficiency and expansion of fundraising is something that is strategic in building the quality of education.

Orientation of Higher Education Organizational Transformation

College as a professional organization it is important to understand that the skills or expertise and comprehension of science is the major capabilities possessed by each of the components that are in college in the educational process taking place therein. Therefore need to be developed and pursued development organization that is flexible, autonomy-based expertise, which is integrated into the activities of the organization in performing their duties and functions role of higher education in order to improve the quality of the man himself.

For that we need the organizational restructuring of universities where, according to Johnson, et.al, (1995: 99), to consider things like:

1. Provide a clear focus, direction, and logical sequencing for the restructuring program.
2. Build a database, analytical case for change.
3. Secure Consensus senior management and commitment to change.
4. Establish explicit and measurable service improvement and cost reduction goals and clearly defined terms to guide the process.
5. Utilize proven, credible, and broad-based restructuring, methodologies.
6. Recognize that cultural and organizational change are integral components of successful restructuring and should therefore be given significant attention.

Based on the exposure to the above it appears that the organizational transformation of the university should pay attention to knowledge, opportunities there are clear objectives measurable performance to see progress, having thorough planning, attention to the quality of human resources.

Universities in Indonesia in carrying out its role is to develop science and technology through educational, research and service (Tridharma college), in this context of human resources is needed is a Human Resources who has expert scientific professionals in their respective fields,

so that the organization in higher education in management / management is referring to a professional organization, with its main role is to develop science.

Referring to the reality that it is necessary to consider the transformation of the organization to the specific characteristics of professional colleges, without prejudice to the organization of the bureaucratic model of Weber, are still relevant in improving the discipline and responsibility of its members in a professional manner. Colleges require individuals responsible for their actions, although in reality its organization on still remains organization non-profit that puts service, because they are required to act according to the rules as well as, the standard operational a good organization belonging to a state school or private so balance is maintained in an organization can be described as Figure 2.1.



Figure 1. The Synergy Organization In At College

The image above shows that in college orientation difference within an organization does not cause academic service given to different students but by combining existing characteristics will still produce excellent steward of the components related to the college.

CONCLUSION

By considering some aspects of organizational characteristics that exist in universities there should be a management orientation for managers internally to the existing organizational structure in meeting the challenges, which require a global innovation, and individual professional development direction.

To achieve that goal then, the necessary synergies in the organizational characteristics produce high quality services as a knowledge-based organization organizational performance that is required is to be professional with bureaucratic organizations are still running. With regard to higher education organizations are organizations which are non-profit.

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