

# Semi-Structured Interview Guide: Governance Structure at STAI Ki Ageng Pekalongan

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1. Question about Governance Structure
  - **Question:** How would you describe the governance structure at STAI Ki Ageng Pekalongan?
  - **Response (Participant 1):** *"The governance structure here is quite hierarchical. Major strategic decisions are always made by senior leadership. We, at the middle management level, are responsible for implementing those decisions and ensuring that they align with our departmental needs."*
  - **Response (Participant 2):** *"We often receive policies from the leadership, but there's limited space for us to provide feedback on how these policies are implemented on the ground."*
2. Question about Decision-Making Processes
  - **Question:** How does the decision-making process work here? Are there clear stages involved?
  - **Response (Participant 3):** *"Usually, big decisions are made at the top, by the rector or senior leaders. However, for day-to-day operational tasks, like task distribution within the department, that's left to us at the middle management level."*
  - **Response (Participant 4):** *"Each committee has its own responsibilities. For instance, financial matters are handled by the finance committee, while academic issues are managed by the academic board. So, there is a clear division of duties."*
3. Question about Communication between Levels
  - **Question:** How would you describe communication between the different levels of governance here?
  - **Response (Participant 5):** *"Vertical communication could be improved. Sometimes, decisions made at the top aren't fully understood or adapted at the departmental level, leading to gaps in implementation."*
  - **Response (Participant 6):** *"There is often a disconnect between top-level decision-makers and those of us tasked with carrying out those decisions. More in-depth discussions between the top and middle levels would likely help address this."*
4. Question about Division of Responsibilities
  - **Question:** Could you explain how responsibilities are divided between different levels within the organization?
  - **Response (Participant 7):** *"Our responsibilities at the department level are clear. We're in charge of implementing policies, but we're not directly involved in policy-making. Policies are created by senior leadership, and then we are tasked with carrying them out."*
  - **Response (Participant 8):** *"There is a clear separation between financial and academic responsibilities. For example, the finance committee handles all budget decisions, while the academic board oversees curriculum and academic issues."*
5. Question about Governance Effectiveness
  - **Question:** Do you think this governance structure is effective? If not, what areas could be improved?
  - **Response (Participant 9):** *"Overall, the structure works well, but I think we could be more effective if there were better communication between leadership and middle*

*management. We could provide more valuable input on policies if we were involved earlier in the decision-making process."*

- **Response (Participant 10):** *"The structure is effective, especially in terms of the clear division of responsibilities. However, it would be beneficial if there was a more open dialogue between decision-makers at the top and the implementers on the ground."*

### **Analysis of Responses**

The responses from the participants highlight that the governance structure at STAI Ki Ageng Pekalongan is hierarchical, with distinct decision-making levels. However, challenges in communication between these levels were frequently mentioned. Participants emphasized the need for more robust dialogue and a greater opportunity for middle management to provide input in the decision-making process.