



THE ROLE OF MANAGERIAL LEADERSHIP IN MAINTAINING OF THE EXISTENCE OF PRIVATE ISLAMIC UNIVERSITIES IN DISRUPTION ERA

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Abstract:

This study aims to analyse the role of managerial leadership in facing disruption in Private Islamic Universities (PTIS) in Jakarta. The main focus is on how adaptive and visionary leadership can help PTIS manage change, make strategic decisions, and motivate the team to achieve the institution's goals. The method used is qualitative with a literature study approach. Data is collected from various secondary sources such as books, scientific journals, articles, and reports relevant to the research topic. Data analysis was carried out using thematic analysis techniques to identify key themes related to managerial leadership strategies. The results of the study show that adaptive and visionary managerial leadership is very important in facing the era of disruption. PTIS leaders need to develop innovative strategies in the curriculum, use of technology, and effective human resource management. In addition, building an organizational culture that supports change and innovation is also crucial. This study also identified that several private universities in Jakarta have been closed due to various factors such as low academic quality, management problems, and lack of student interest. Therefore, effective managerial strategies, including the adoption of educational technology, curriculum adjustments, staff development, global collaboration, and good financial management, are indispensable to maintain the existence of PTIS in this disruption era. This research provides valuable insights for PTIS leaders in facing the challenges of disruption and ensuring the sustainability of their institutions.

Keywords: *Managerial Leadership, Educational Disruption, Higher Education, Innovative Strategy, Management.*

INTRODUCTION

This The era of disruption has brought significant changes in various sectors, including higher education (Ulfah et al., 2022). Private Islamic Universities (PTIS) in Indonesia, especially those that are private, face great challenges in maintaining their existence in the midst of increasingly complex global and national dynamics (Junaidi, 2018; Syuroya, 2022). Based on data from the Ministry of Education and Culture (Kemendikbud), more than 300 universities have been closed in the last five years for various reasons, including the inability to adapt to technological changes, ineffective management, and low academic quality (Gusti Gusti and Neti Karnati, 2021).

Islamic Religious Universities are not spared from this impact. Many PTIS in Jakarta are facing similar problems, such as a decline in the number of students, difficulties in maintaining accreditation, and limitations in managerial innovation. In this context, the role of managerial leadership is very important to ensure the sustainability and competitiveness of PTIS Effective leadership can encourage

innovation, improve the quality of education, and ensure that PTIS remains relevant in the midst of the challenges of the era of disruption.

This study aims to analyse the role of managerial leadership in maintaining the existence of Private Islamic Universities in the era of disruption. This study will explore managerial strategies that can be applied to overcome the challenges faced by PTIS in the face of this rapid and complex change.

From the information above, it can be concluded that the formulation of the problem in this study is; What is the role of managerial leadership in maintaining the existence of PTIS in the era of disruption? This study uses a qualitative approach with a literature study method in several PTIS. The research framework consists of three main components:

1. Disruption Context Analysis: Identify external and internal factors that affect the sustainability of PTIS in the era of disruption.
2. Managerial Leadership Role: Evaluate how managerial leadership at PTIS adapts and innovates in facing the challenges of disruption.
3. Managerial Strategy: Identify and analyze managerial strategies implemented to maintain the existence of PTIS.

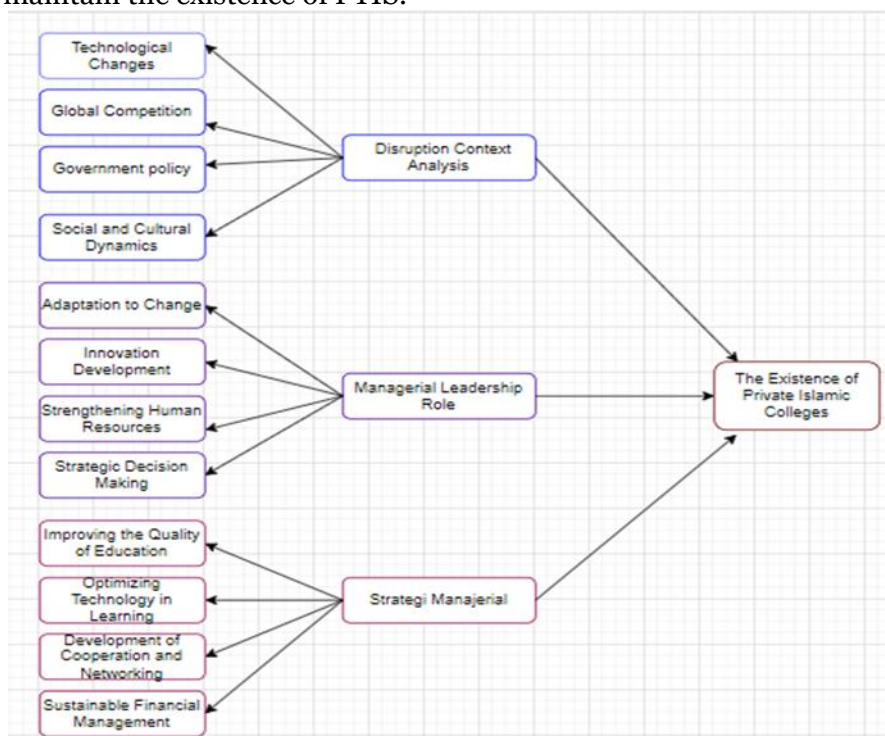


Figure 1. Research framework

Based on the figure above, it can be stated that the framework in this study describes the relationship between several variables that contribute to the existence of Private Islamic Universities in the era of disruption, including a) Change Analysis, b) Managerial Leadership Role, c) Managerial Strategy, d) Existence of Private Islamic Universities.

Change analysis is determined on how technological developments, such as digitalization and information technology, affect the operations and strategies of Islamic universities. In addition, global competition refers to increasingly fierce competition at the global level (Hasan, 2016), which forces universities to adapt to international standards and increase competitiveness. Another thing that is no less important is government policy which involves regulations and policies issued by the government, including the closure of universities that do not meet standards (Aditya Wisnu Pradana et al., 2021; Jurnal & Mea, 2023), and how this policy affects the sustainability of PTIS.

Meanwhile, the managerial leadership role consists of; a) Adaptation to Change. Demonstrate how PTIS leadership must be able to adapt quickly to changes that occur in the external environment (Siti Farida and Fitroin Jamilah, 2019). b) Innovation

Development. Focus on how leadership drives innovation in various aspects, such as teaching methods, curriculum, and resource management (Armiyanti Armiyanti et al., ", 2023).. c) Strengthening Human Resources. Refers to the development and capacity building of faculty, staff, and students (Abu Darim, 2020,). d) Strategic Decision Making (Erfizal Fikri Yusmansyah et al., 2022)) Describe the importance of right and strategic decisions in facing the challenges faced by PTIS.

In the managerial strategy that must be carried out is a) improving the quality of education which focuses on improving the quality of education offered, both in terms of academics and supporting facilities (Samsul Rizal et al., 2020). b) optimization of technology in learning. shows the importance of optimal use of technology in the learning process(Irvani et al., 2020) and administration. c) development of cooperation and networking, involving efforts to expand networks and cooperation with various parties(Thoyib, 2020), including international institutions, to increase credibility and competitiveness. d) sustainable financial management, referring to efficient financial management(Fauziah, 2020) and sustainable to support PTIS's operations.

PTIS Managerial Leadership Role

Managerial leadership in the context of higher education involves a leader's ability to manage change, make strategic decisions, and motivate teams to achieve common goals. In an era of disruption, adaptive and visionary leadership is essential (Yuniningsih, 2022; Farida & Jamilah, 2019). Leaders in Islamic Universities need to develop innovative strategies, manage human resources effectively, and build an organizational culture that supports change and innovation. This role also includes building the capacity to anticipate future challenges and respond quickly.

Managerial leadership in the context of higher education is the key to facing challenges in the era of disruption. This leadership involves the ability to manage change, make strategic decisions, and motivate teams to achieve institutional goals.

- a) Adaptive and Visionary(Mesiono et al., 2024); A leader needs to have a long-term vision that is able to see and anticipate global trends and technologies that can affect universities. They must be responsive to rapid changes in the external and internal environment.
- b) Human Resource Management(Kusumastuti & Nurani, 2022); Effective management of human resources is a key element. Leaders need to develop and empower academic and administrative staff through ongoing training and development. This includes the ability to attract, retain, and motivate a high-quality workforce in the face of new challenges.
- c) Innovative Strategies(Umamah et al., 2019); Being able to develop and implement innovative strategies is essential in maintaining the relevance of higher education. Leaders must encourage innovation in curricula, learning methods, and the use of technology.
- d) Organizational Culture; A leader must be able to build an organizational culture that supports change and innovation is a critical task for managerial leaders(Muhammad Alwi, 2022). A culture that is open to learning and collaboration is essential for navigating disruption.
- e) Capacity Building and("Leadership: Theory and Practice," 2014) Responsiveness; Managerial leadership also includes developing the capacity to anticipate and respond to future challenges quickly and effectively. This involves flexibility and resilience in managing crises and sudden changes.

Managerial leadership in higher education is key in facing the era of disruption. Adaptive and visionary leaders are able to anticipate global trends and technological changes, and are responsive to internal and external dynamics. Effective management of human resources through continuous training and development is essential. Leaders must develop innovative strategies in curriculum and learning technologies, as well as build an organizational culture that supports change and collaboration. Capacity building and responsiveness enable leaders to manage crises and sudden changes with flexibility and resilience.

PTIS Managerial Strategy

In the face of the era of disruption, a manager or leader of a private Islamic university must have several key managerial strategies, including.

- a) Innovation in Curriculum and Learning(Firsova et al., 2020); Encourage the development and application of innovative learning methods., and utilize digital technology to improve the quality of learning.
- b) Effective Human Resource Management(G. Northouse, 2021); Develop ongoing training and development programs for staff, and be able to attract, retain and motivate a high-quality workforce.
- c) Capacity Building and Responsiveness; Build flexibility in systems and processes to manage change, then develop the capacity to respond to future challenges quickly and effectively(Burks, 2023).
- d) Building a Supportive Organizational Culture; Creating an environment that is open to learning and innovation, and encouraging collaboration and active participation from all members of the organization(Batool et al., 2024).
- e) Sustainable Financial Management; Manage finances efficiently and look for alternative sources of funding, and be able to develop business models that support financial sustainability(Aleixo et al., 2018).
- f) Enhancing Relationships and (Habibi & Prasetyo, 2022)Partnerships; Establish relationships with industry, government, and international institutions, and be able to build partnerships that can add value to the institution.
- g) Use of Data for Decision Making; Collect and analyze data to support evidence-based decision-making, and be able to use data to improve the quality of education and operations(Nnorom, et al., 2023).

With these strategies, managers or leaders of private Islamic universities can be better prepared to face challenges in an era of disruption and ensure the sustainability and relevance of their institutions.

RESEARCH METHODS

The research method used is qualitative with a literature study approach(Morgan, 2022). Literature studies involve collecting data from a variety of secondary sources such as books, scientific journals, articles, and reports relevant to managerial leadership topics in private Islamic colleges. The steps taken include(Mitchell & Clark, 2018): a) Source Identification: Identify relevant literature using academic databases, libraries, and online sources. b) Data Collection: Collect data from identified sources. The data collected included leadership theory, case studies of leadership in universities, and reports on managerial challenges and strategies in the era of disruption. c) Data Analysis: Analyze data by using thematic analysis techniques to identify key themes related to managerial leadership strategies. d) Synthesis of Findings: Synthesize findings from various sources to produce a comprehensive understanding of effective managerial leadership strategies. As clearly illustrated below

Table 1. Method Steps

| It | Steps | Description |
|----|---------------------|--|
| 1 | Identify the Source | Identify relevant literature by using academic databases, libraries, and online resources. The literature sought includes books, scientific journals, articles, and reports related to managerial leadership in private Islamic universities in the era of disruption. |
| 2 | Data Collection | Collect data from identified sources. The data collected includes leadership theory, case studies of leadership in universities, and reports on managerial challenges and strategies in the era of disruption. |
| 3 | Data Analysis | Analyze data using thematic analysis techniques. This technique aims to identify |

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| | | key themes related to managerial leadership strategies, including how leaders manage change, make strategic decisions, and motivate teams. |
| 4 | Synthesis of Findings | Synthesize findings from multiple sources to produce a comprehensive understanding of effective managerial leadership strategies. This synthesis will provide a comprehensive overview of best practices and recommendations for leaders at private Islamic universities. |

RESULTS AND DISCUSSION

Currently, there are around 30 Private Universities (PTS) in Jakarta. However, several private universities have faced serious challenges, with 5 of them closing in 2023 due to various factors such as low academic quality, management issues, and lack of interest from prospective students. This closure reflects the urgent need for managerial reform and quality improvement in managing Islamic universities amid increasingly complex disruption challenges. Below is a list of private universities that will be closed in 2024.

Table 2. Number of Private Universities Closed

| It | Region | Number of Campuses Closed |
|----|-----------------|---------------------------|
| 1 | South Tangerang | 1 |
| 2 | Surabaya | 2 |
| 3 | Terrain | 2 |
| 4 | Tasikmalaya | 1 |
| 5 | Yogyakarta | 1 |
| 6 | Padang | 2 |
| 7 | Bali | 1 |
| 8 | Palembang | 1 |
| 9 | Jakarta | 5 |
| 10 | Makassar | 1 |
| 11 | Bandung | 1 |
| 12 | Bogor | 1 |
| 13 | Manado | 2 |
| 14 | Bekasi | 2 |

Source; <https://makassar.tribunnews.com/2024/01/15/daftar>

The closure of Private Islamic Religious Universities (PTIS) in Jakarta in 2023 is caused by several main factors as clearly seen in table 2 below.

Table 2 Reasons for Closing PTKIS

| It | Causative Factors | Information |
|----|--------------------------|---|
| 1 | Low Academic Quality | Many private universities are unable to meet the accreditation standards set by the National Accreditation Board for Higher Education (BAN-PT). |
| 2 | Management Issues | Lack of managerial ability in managing institutions, including in aspects of finance, human resources, and facilities. |
| 3 | Lack of Student Interest | The decrease in the number of applicants has caused some private universities to no longer be able to operate sustainably. |

The closure of Private Islamic Universities (PTIS) in Jakarta in 2023 is due to several main factors. First, the low academic quality is a significant cause. Many private

universities are unable to meet the accreditation standards set by the National Accreditation Board for Higher Education (BAN-PT). Low academic quality reflects the institution's inability to provide a relevant curriculum, qualified teaching staff, and adequate support facilities. The lack of innovation in learning methods and academic development has also exacerbated this situation, making PTIS lagging behind in meeting accreditation expectations.

Second, management problems are a serious challenge faced by PTIS. Lack of managerial ability in managing institutions, including in aspects of finance, human resources, and facilities, results in operational inefficiencies and difficulties in achieving financial sustainability. Ineffective management often fails to make the strategic decisions necessary to develop and advance the institution. These problems can include poor budget management, lack of investment in infrastructure, and failure to attract and retain qualified academic staff.

Third, the lack of student interest is also a determining factor in the closure of PTIS. The decrease in the number of applicants shows that the PTIS is not able to attract the interest of prospective students, which may be caused by a bad perception of the quality of education offered. With the decrease in applicants, PTIS faces difficulties in maintaining their operations because the income from education fees has decreased drastically. This situation creates a vicious circle where the decline in the number of students exacerbates financial and management problems, which in turn further decreases the interest of prospective students.

These factors reflect the urgent need for reforms in management and quality improvement at PTIS to ensure they can operate sustainably and meet the higher education standards expected by the government and the community

Disruption Analysis in PTIKS

Disruption, in the context of higher education, refers to radical changes resulting from technological developments, social changes, and market dynamics that affect the way educational institutions operate. In this study, the disruption analysis focuses on how Private Islamic Universities (PTIS) in Jakarta face the challenges that arise from these changes.

- a) Technology and Digitalization, one of which is (1) Online Learning. Technological developments have driven the adoption of online learning which has changed the way education is delivered. PTIS must adapt to e-learning platforms and other educational technologies to remain relevant and attractive to students. (2) Technology Infrastructure. Investments in technology infrastructure, such as hardware and software, are essential to support online learning and improve operational efficiency.
- b) Social Change and Student Preferences; (1) Able to see the needs of current students who have different preferences regarding learning methods, flexibility, and accessibility. PTIS must understand these needs and adapt their curriculum and services. (2) Able to improve Competence and Skills. The changing demands of the job market affect the types of competencies and skills needed. PTIS needs to update their curriculum to prepare students for these demands.
- c) Competition and Globalization; (1) Competition with Other Institutions, PTIS faces fierce competition from other educational institutions, both domestic and international. They must offer unique and high-quality programs to attract students' interest. (2) Global Collaboration, being able to build partnerships with international institutions can help PTIS improve its reputation and provide more opportunities for students.
- d) Economy and Funding; (1) Financial Sustainability. Changes in funding models, such as increased operating costs and decreased revenue from education costs, demand PTIS to find alternative sources of funding and manage finances more effectively. (2) Cost Efficiency with the implementation of efficient management practices and strict budget management strategies is necessary to ensure financial sustainability.
- e) Government Regulations and Policies; (1) Compliance with Standards, PTIS must

comply with accreditation standards and policies set by the government to ensure the quality of education. Failure to meet these standards may result in closure.

(2) Policy Adjustments, PTIS needs to continue to follow and adjust to new policies issued by the government related to higher education.

This disruption analysis shows that PTIS in Jakarta must adopt an adaptive and visionary managerial leadership strategy to manage change quickly. This includes the development of innovative curriculums, effective management of human resources, the use of advanced technology, and the formation of an organizational culture that supports innovation. Thus, PTIS can survive and thrive in this era of disruption, ensuring the sustainability and relevance of the institution.

Based on the results and discussions above, it can be concluded that in facing the era of disruption, Private Islamic Universities (PTIS) in Jakarta need to adopt adaptive and visionary managerial leadership. The main challenges faced by PTIS include low academic quality, management issues, and lack of student interest, which has led to the closure of several institutions. To address this, PTIS leaders must have the ability to manage change, make strategic decisions, and motivate their teams.

Adaptive and visionary leadership includes a long-term vision that is able to anticipate technological developments and global trends. Leaders must also be responsive to changes in the external and internal environment and be able to develop innovative strategies. Effective human resource management is a key element, including ongoing training and development for academic and administrative staff, as well as attracting and retaining a qualified workforce.

Innovative strategies in the curriculum, learning methods, and use of technology are essential to maintain the relevance and sustainability of PTIS. Leaders must encourage innovation in the curriculum and the adoption of the latest educational technology. Additionally, building an organizational culture that supports change, and innovation is a critical task for managerial leaders. A culture that is open to learning and collaboration is essential for navigating disruption.

Capacity building to anticipate and respond to future challenges quickly and effectively is also an important aspect of managerial leadership. This involves flexibility and resilience in managing crises and sudden changes. With these strategies, PTIS in Jakarta can be better prepared to face challenges in the era of disruption and ensure the sustainability and relevance of the institution.

CONCLUSION

Based on the three frameworks that the researcher wants to answer, the disruption in the context of higher education at PTIS in Jakarta is triggered by complex external and internal factors. External factors include technological developments, which force institutions to adopt online learning and invest in technological infrastructure. In addition, social changes and student preferences demand learning methods that are more flexible and relevant to the needs of the job market. Internal factors involve the quality of management and the ability of institutions to adapt to changes in government regulations and policies. These challenges affect the sustainability and relevance of PTIS in an era of disruption.

Second, adaptive and visionary managerial leadership is very important in dealing with disruption. PTIS leaders must have the ability to manage change, make strategic decisions, and motivate teams to achieve institutional goals. They must be responsive to technological developments and social changes and be able to develop innovative strategies in the curriculum and learning methods. Effective leadership also includes sustainable human resource management and the development of an organizational culture that supports innovation and learning.

Third, the managerial strategy implemented to maintain the existence of PTIS involves several key aspects. First, the adoption of educational technology such as e-learning platforms and investment in technology infrastructure to support online learning. Second, curriculum adjustments to meet student needs and preferences as well as changing job market demands. Third, the development and empowerment of

academic and administrative staff through continuous training and development. Fourth, build partnerships with international institutions to improve reputation and opportunities for students. Finally, effective financial management and cost efficiency to ensure the financial sustainability of the institution.

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