

**Kepemimpinan dan Manajemen Perubahan untuk Transformasi Perguruan
Tinggi Negeri Menuju Universitas Berkelas Dunia**

*Leadership and Change Management for the Transformation of Owned
Universities Towards World Class Universities*



**PROGRAM DOKTOR MANAJEMEN
DEPARTEMEN MANAJEMEN
FAKULTAS EKONOMI DAN BISNIS
UNIVERSITAS ANDALAS
2024**

ABSTRAK BERBAHASA INDONESIA

**Kepemimpinan dan Manajemen Perubahan untuk Transformasi Perguruan
Tinggi Negeri Menuju Universitas Berkelas Dunia**

Oleh: Makna Ani Marlia (1830522001)

(Dibawah bimbingan: Prof. Dr. Rahmi Fahmy, S.E., M.B.A.,
Dr. Hendra Lukito, S.E., M.M, dan Prof. Dr. Donard Games, S.E., M.Bus., Adv)

Abstrak

Penelitian ini bertujuan untuk menganalisis kepemimpinan dan manajemen perubahan untuk transformasi Perguruan Tinggi Negeri Indonesia menuju *World Class University* (WCU). Menggunakan pendekatan *mix method* dengan desain *exploratory sequential*, wawancara mendalam dengan 14 pimpinan PTN dari tiga bentuk kelembagaan (PTN BH, BLU, dan Satker) menunjukkan perbedaan persepsi dan fokus strategi perubahan. PTN BH berfokus pada *people* dengan perubahan transformasi, PTN BLU pada *process* dengan perubahan transisi, dan PTN Satker pada *content* dengan perubahan pengembangan rutin. Meski fokus berbeda, pola dan langkah perubahan bersifat seragam, hal ini menunjukkan efektivitas transformasi terlepas dari status institusi. Hasil kualitatif mengidentifikasi lima gaya kepemimpinan: *Servant Leadership* (paling dominan), *Digital Leadership*, *Entrepreneurial Leadership* (kuat di PTN BH dan BLU), *Neo-transactional Leadership*, dan *transcollegial leadership*. Disamping itu, terdapat perbedaan fokus Pengujian kuantitatif terhadap 125 pimpinan PTN menunjukkan bahwa kepemimpinan efektif bersifat kolektif dan sinergis, bukan bergantung pada satu individu. Model *Collaborative and Complimentary Leadership* ditawarkan sebagai pendekatan baru. Penelitian ini juga menghasilkan model transformasi WCU dengan empat elemen utama: (1) *center of excellence* (akreditasi, reputasi akademik, kinerja, digitalisasi); (2) *good university governance* (otonomi, visi, strategi, manajemen riset, dan fakultas); (3) *organizational capacity for change* (SDM, anggaran, infrastruktur); dan (4) *institutional transformation for excellence* (budaya, jejaring, internasionalisasi, pemerintah, dan kepemimpinan).

Kata kunci: Kepemimpinan, Manajemen Perubahan, transformasi, *World Class University* (WCU), Perguruan Tinggi

ABSTRAK BERBAHASA INGGRIS
*Leadership and Change Management for the Transformation of Owned
Universities Towards World Class Universities*

by: MAKNA ANI MARLIA (1830522001)

(Supervised by: Prof. Dr. Rahmi Fahmy, S.E., M.B.A.,
Dr. Hendra Lukito, S.E., M.M, dan Prof. Dr. Donard Games, S.E., M.Bus., Adv)

Abstract

This study aims to analyze leadership and change management in the transformation of Indonesian State Universities (PTN) toward World Class University (WCU) status. Using a mixed-method approach with an exploratory sequential design, in-depth interviews with 14 university leaders from three institutional types (PTN BH, BLU, and Satker) revealed differences in perceptions and change strategy focus. PTN BH focuses on people with transformational changes, PTN BLU on processes with transitional changes, and PTN Satker on content with routine developmental changes. Despite these differences, the change patterns and steps are uniform, indicating the effectiveness of transformation regardless of institutional status. Qualitative findings identified five leadership styles: *Servant Leadership* (most dominant), *Digital Leadership*, *Entrepreneurial Leadership* (strong in PTN BH and BLU), *Neo-transactional Leadership*, and *transcollegial leadership*. Quantitative testing on 125 PTN leaders revealed that effective leadership is collective and synergistic rather than reliant on a single individual. The Collaborative and Complimentary Leadership model is proposed as a new approach. Additionally, this study develops a WCU transformation model consisting of four key elements: (1) center of excellence (accreditation, academic reputation, performance, digitalization); (2) good university governance (autonomy, vision, strategy, research management, faculty); (3) organizational capacity for change (human resources, budget, infrastructure); and (4) institutional transformation for excellence (culture, networking, internationalization, government, and leadership).

Keywords: *Leadership, Change Management, Transformation, World-Class University (WCU), Higher Education*