Managerial Competency of Administrative Leaders in Higher Education

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Abstract: This research is motivated by low performance of administrative leaders in managing university resources and the provision of administrative services. The purpose of this study is to describe the managerial competency of administrative leaders at Padang State University. The study utilizes survey for data collection which is based on descriptive quantitative approach. The instrument used is questionnaire. Research sample was taken in purposive approach which amounted to 45 people. Data sources are Kasubag, Direct Supervisor (Dean/Vice Dean/Head of Bureau) who perceived the middle administrative leadership in university. The result shows that the average managerial competency of administrative leadership is at an average or moderate level for the ability to plan, organize, mobilize/execute, monitor and evaluate. Therefore, it is necessary to follow-up on improving managerial competency of administrative leadership, one of them can be through structured training.

Keywords: Competency; Managerial; Administrative Leaders.

1. Introduction

The success of university management as an effort to achieve its vision and mission is determined by the components in it such as University Senate, academic leaders, lecturers, administrative executives, support personnel, and students. Thus, the thing that is absolutely necessary for universities to be able to compete in the global arena is the professionalism in terms of management of universities to realize tri dharma principles. Altbach (2013), Corry & Ward (2015) and Reynolds et.al. (2009) argued that today's universities must be managed by people who truly master complex issues faced by universities, such as student affairs, learning, infrastructure, planning, finance, fundraising and cooperation, if the university wants to move forward [2,3]. Research conducted by Altbach (2005) in several universities in America suggests that universities that are professionally managed by people who really master the problems of universities will quickly grow and develop into a research university [1].

One important component in the management of higher education is administrative executives or administrative personnel. Administrative personnel are structural personnel who are responsible for providing technical and administrative support for higher education related to planning, student affairs, finance, facilities and infrastructure, learning, staffing, research, service, quality assurance and cooperation. In higher education, administrative affairs are carried out by administrative personnel consisting of head of bureau, Kabag and Kasubag and administrative staff. Head of Bureau, Kabag and Kasubag are administrative leaders in universities, ensuring smooth running of administrative activities and to assist the process of organizing higher education effectively and efficiently. Kabag and Kasubag must fulfill certain qualifications and have a set of competencies in performing their duties as well as fostering its staff to be more skilled and professional in providing administrative services to all elements in university. One of the competencies that administrative administrators must
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possess is managerial competence. The managerial skills of higher education according to Hoy & Miskel (2013) include technical skills, interpersonal, conceptual, and administrative relationships related to the management of universities [16]. Managerial competence related to competency on management of all aspects in university that is academic aspect, welfare, finance, student, planning, information system, cooperation and public relation. All these aspects must be well managed by the Kabag and Kasubag so that they can provide satisfactory and appropriate services to all academic community who need administrative services. Therefore, the managerial competence possessed by Kabag and Kasubag will greatly affect their performance for the smoothness of university management as well as the quality of administrative services. Mastery of appropriate and good managerial competence by Kabag and Kasubag and administrative staff will greatly assist college leaders in the management of universities so that the vision and mission of university can be achieved well.

There is an impression that the managerial competence of Kabag and Kasubag is yet to meet the expectation in supporting the leadership in the managing universities. Based on data obtained from the UNP staffing department, that university has never held a special training to enhance the managerial competence of administrative personnel.

In addition, based on interviews with several heads of writers, students and lecturers, as well as kabag and kasubag from 13 to 23 March 2017 showed the phenomena related to managerial competence of Kabag, among others:

1. The complaints of the head of department against the lack of competence of administrative staff in implementing various policies that have been made by the leadership.
2. Ineffective work planning by some Kabag and Kasubag. For example, Kasubag of the student affair does not have a clear planning related to the student affairs. The work planning is more to the unstructured work plan and there is no proper monitoring to the work plan.
3. Few Kabag and Kasubag are unable to supervise the staff performance under his lead properly. Some Kasubag feel that few staff are difficult to be guided and supervised because Kasubag feel like he is more experienced as compared to his subordinates, but that is actually not the fact.
4. In term of interpersonal relation, team felt that the workplace harmony is still not there. The ability to understand each other in the organization is still lacking.
5. Some Kabag and Kasubag revealed that introduction of new rules and changes in the management system making is more difficult to understand what is expected from them.
6. Some administrative staff expressed that the administrative leadership was still ineffective in monitoring and evaluating the work performed by his staff, for example there were employees doing non work related activities during office hours without permission from the leadership, lack of staff discipline in working within specified time frame, etc.

The issues above shall be addressed immediately in order to ensure smooth running of university in pursuit of achieving university’s vision and mission. Competent administrative leaders in the university can play a very important role in improving the quality to become a college that achieves both at national, regional and international level or to become a world-class university.

Based on the above issues, authors were interested to conduct research on the managerial competence of administrative leaders at the State Padang State University. The purpose of this study is to describe the managerial competence of administrative leaders at the Padang State University. The results of this study can be an input for the leadership of universities in an effort to improve managerial competence of administrative leaders.

2. Related Works

Government regulation (PP) of Republic of Indonesia (R1) No. 4 year 2014, and Law No. 12 year 2012 on higher education, describe that higher education is education after high school level which runs various programs ranging from diplomas, bachelors, masters, doctors, professions and specialists who significant roles in development of science, technology and the culture. In its practice, higher education implemented through tridarma principles. In order for the role and function of higher education can be realized then all the components in the university should be able to be well empowered in its management. One of the components that determine the success of universities in achieving its objectives is administrative personnel led by Head of Bureau, Kabag and Kasubag,
called administrative leader (PP No. 60 Year 1999, PP No. 17 of 2010). The administrative leader must have the right competencies as the manager. Competence is a set of characteristics that exist within the individual in the form of knowledge, skills and work attitude that become the basis for competence in performing its duties and functions [8,12,15]. One of the competencies that must be possessed by administrative leaders is managerial competence or competence in managing all organizational resources that become duties and responsibilities [12,17]. It can be concluded that the managerial competence of administrative leadership is the ability of administrative leaders in managing administrative jobs by using knowledge, skills and attitudes appropriate to their duties and functions. The administrative leader performs the task in accordance with the management functions. Management is the process of planning, organizing, monitoring and evaluating all the resources and activities that the duties and responsibilities of the leadership in an effort to achieve the intended purpose [7, 16]. Managerial competence is the ability of administrative leaders in planning, organizing, monitoring and evaluating all resources and activities for the achievement of organizational goals and success. Thus, managerial competence needs to be mastered by administrative leaders. The results of research conducted by Potgieter & Coetzee (2010) suggests that managerial competence is very important possessed by the leadership in order to succeed in carrying out the duty and to increase the competence is needed continuous training [13].

Based on several theoretical studies above it can be concluded that the managerial competence of administrative leadership is the ability of administrative leaders in the process of planning, organizing, supervising, evaluating all organizational resources and activities in order to achieve of organizational goals and success.

3. Methodology

The data of this research is quantitative data obtained through research instrument in the form of questionnaire. The questionnaire consisted of four indicators (Planning Ability, Organizational Ability, Monitoring Ability, and Evaluation Ability with 32 statements, and 5 alternative answers (very capable, capable, average / average / under average) for the entire academic community of Padang State University. The sample of the study was taken by purposive sampling that was distributed to Head of Bureau, Kabag, Kasubag, Dean, Representative of lecturers and Representative of 45 administrative staff members. The data is analyzed with the average score formula and the respondent's level Criteria achievement level 99 -100% = very capable, 80-89% = able, 66-79% = average / medium, 55-65% = below average and ≤ 54% low.

4. Results and Discussion

4.1. Result

Based on data obtained from Head of Bureau, Kabag, Kasubag, Dean, Representative of lecturers and Representative of 45 administrative staff members, recapitulation of research results are presented in Table 1.

<table>
<thead>
<tr>
<th>No.</th>
<th>Managerial Competence Indicator</th>
<th>No of respondents.</th>
<th>Total Score</th>
<th>Average Score</th>
<th>Percentage (%)</th>
<th>Category</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Planning ability</td>
<td>45</td>
<td>175</td>
<td>3.89</td>
<td>77.78%</td>
<td>Average</td>
</tr>
<tr>
<td>2</td>
<td>Organizing ability</td>
<td>45</td>
<td>178</td>
<td>3.95</td>
<td>79.11%</td>
<td>Average</td>
</tr>
<tr>
<td>3</td>
<td>Controlling ability</td>
<td>45</td>
<td>173</td>
<td>3.84</td>
<td>76.89%</td>
<td>Average</td>
</tr>
<tr>
<td>4</td>
<td>Evaluating ability</td>
<td>45</td>
<td>174</td>
<td>3.87</td>
<td>77.33%</td>
<td>Average</td>
</tr>
</tbody>
</table>

Table 1 shows that the managerial competence of administrative leadership at Padang State University is at the average level with the percentage of achievement of 77.75%. The highest achievement is in the indicator of organizing ability with the percentage of achievement of 79.11%, while the lowest achievement is supervising ability with average achievement of 76.89%. For the ability to plan and ability to evaluate the percentage of achievement is almost the same that is in the
percentage of achievement 77.78% and 77.33%. Detailed percentage of achievement can be seen in Figure 1.

Figure 1. Graph of Level of Managerial Competency Achievement

4.2. Discussion

Based on the results of research, managerial administrative competence has not shown the ability as expected to be able to support maximally the achievement of organizational goals. The ability to plan and organize well will be crucial for the smoothness of subsequent tasks and activities, as the arranged plans will serve as guidelines for carrying out the tasks and maximizing the effective use of existing resources within the organization. Usman’s (2016) said that planning aims to be a guide to carry out activities and become a standard in conducting controlling and basis in decision making [19]. Planning and organizing will also aim to save resources that exist within the organization including in college. While the ability to controlling and evaluate will be a feedback for the organization to improve future performance, so that the implementation of administrative tasks in higher education becomes better, and efforts to achieve the goals can be done more effectively and efficiently.

However, the results of the study showed that the managerial competence of administrative leaders was still at the average level. This is allegedly due to the lack of activities that increase the administrative capability of administrative leaders as their capacity building in higher education. Employees with low competence will be significantly given training for competence improvement [4,13]. The training provided should be in accordance with the problems it faces in carrying out the task. Based on this matter, to increase the managerial competence of administrative leadership is very appropriate given the training that is designed appropriately.

5. Conclusion

Based on the research results, we can conclude that:
1. The ability to plan, organize, monitoring and evaluate the administrative leadership is still at an average level.
2. In general, the managerial competence of the administrative leadership is still at the average level
3. Efforts should be made to improve managerial competence of administrative leaders in the form of training to enhance managerial competence of administrative leaders.
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References
