

Leadership Model in the Management of Public Service Agency State University

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ABSTRACT

This research aims to describe the leadership model in managing the Public Service Agency and the factors that hinder and support leadership in the management of the Public Service Agency at Universitas Negeri Manado (Unima). This research uses a descriptive qualitative approach, in the form of research with a case study method or approach (Case Study) with 5 research subjects. The research results show that the leadership model used in managing the status of Public Service Agency State Universities is the Mapalus leadership model. The name Mapalus is used based on similarities with Unima's vision, namely Superior and Innovative Unima based on Mapalus. The Mapalus leadership model is a leadership approach that prioritizes collaboration, open communication, and synergy between leaders and team members. In this model, leaders not only command from above but also work together with team members to achieve common goals. Leaders with this leadership model build strong relationships with team members, understand their needs and potential, empower them to achieve optimal performance, encourage active participation in decision-making making, and create a positive and inclusive work environment. Factors that hinder leadership in managing the Public Service Agency at Unima include resistance of team members and staff to change, lack of understanding of the implications of change, uncertainty regarding status changes, lack of support from stakeholders, resistance to existing organizational culture, and lack of resources or facilities. adequate. On the other hand, factors that support leadership include open and effective communication, understanding a clear vision, involving team members and stakeholders in planning and implementation, organizational culture that supports collaboration and innovation, developing new leadership skills through training and collaboration, ensuring decisions and actions reflecting stakeholder expectations and needs,

support from internal and external parties, evaluating the impact of policies and decisions through collecting feedback and analyzing performance data, effective communication in overcoming resistance to change and constructive conflict management.

Keywords: Leadership Model, Mapalus Leadership Model, Management of PTN BLU, Inhibitors and Supporters of Leadership.

INTRODUCTION

In advancing an organization, a leader is needed who can transform organizational values and have a positive influence on the members they lead. By being able to transform organizational values, a leader can create a solid work culture and integrity (Streimikiene et al., 2021), which is the foundation for quality and sustainable performance (Iqbal & Ahmad, 2021). Organizational leaders must continue to strive to influence the members they lead (Larson & DeChurch, 2020) so that the vision, mission, and organizational goals that have been formulated together can be achieved and have a positive impact on the entire organization (Lubis & Hanum, 2020). In this process, effective leadership not only creates a productive work environment (Contreras et al., 2020), but also strengthens team members' sense of identity, pride, and attachment to the organization (Yue et al., 2021), which ultimately has a positive impact on the long-term growth and success of the organization (Akdere & Egan, 2020). By achieving these goals, organizations can develop positively, improve performance, and create a meaningful impact on the entire organization, creating a productive and harmonious work environment.

In 2022, Universitas Negeri Manado (Unima) underwent a status change based on the decision letter of the Ministry of Finance of the Republic of Indonesia Number 243/KMK.05/2022, transitioning from a State University (Perguruan Tinggi Negeri) as a Ministry Work Unit to a State University Public Service Agency (Badan Layanan Umum). A State University as a Ministry Work Unit is a State University that functions as a Unit of the Ministry, with all its income allocated as State revenue, managed initially by the Ministry of Finance of the Republic of Indonesia before being budgeted back to the State University. Meanwhile, a State University Public Service Agency is an institution with a higher level of financial management autonomy. The management of this institution is similar to state-owned hospitals, where all non-tax revenues are managed autonomously before being reported to the State.

The phenomenon that occurred at Unima after its status changed to a State University Public Service Agency (PTN BLU) included increased financial autonomy. With PTN BLU status, the university can manage its income and budget more independently (Tuu et al., 2023). This can result in more flexible and responsive financial management policies to meet the university's internal needs (Tuu et al., 2023). With greater autonomy in financial management, the university can allocate resources more effectively to improve the quality of education, research, and community service (Bela, 2024). This status change can also lead to changes in the university's organizational culture, particularly in decision-making, accountability, and transparency. With PTN BLU status, university leaders will have greater managerial responsibilities inefficiently and accountably managing financial resources and fulfilling reporting obligations to the government (Rambe et al., 2023). Negative phenomena that

occurred at Unima after the status change to PTN BLU included resistance to change from some team members and staff. Changes in status like this often lead to uncertainty and concerns among employees, especially regarding changes in policies, procedures, and organizational structures. This resistance can hinder the adaptation and transformation processes needed to manage the status change. Additionally, increased autonomy in financial management can also pose challenges if not balanced with a high level of accountability, increasing the risk of fund misuse or inefficient management. Therefore, university leaders need to identify and address these negative phenomena with effective communication strategies, active involvement of team members, and strict controls and supervision in financial and operational resource management.

From the perspective of lecturers, the phenomena faced in the status change to PTN BLU at Unima can include several aspects. For example, uncertainty related to changes in policies, organizational structures, and administrative procedures. Lecturers face challenges in adapting to a new environment that is more autonomous in financial and operational management, especially if there is insufficient understanding of the new governance required. Additionally, lecturers may also face changes in the reward and recognition system for their performance, due to adjustments in salary or incentive mechanisms under PTN BLU status. Therefore, effective communication, adequate training, and ongoing support from management are needed to help lecturers cope with changes and gain a clear understanding of their roles and responsibilities in this new context. The change in status from a State University Ministry Work Unit to a State University Public Service Agency not only impacts financial and resource management autonomy but also changes the organizational structure to align with the new Organizational and Work Procedures. Furthermore, this change also requires Unima to transform into a State University that has flexibility in asset management and opportunities to establish broader cooperation with various stakeholders. Researchers then assume that the outcome of this status change is an improvement in the delivery of the University's Tri Dharma, namely Education and Teaching, Research and Development, and Community Service. The status change of Unima to a PTN BLU can result in several issues related to leadership models and factors influencing leadership in managing this status. Firstly, regarding leadership models, this status change may require adaptation in existing leadership models, from ones focused on rules and hierarchy (as in Ministry Work Units) to ones more focused on financial and managerial autonomy (as in BLU). Leaders at Unima need to develop a leadership model that is responsive to this change, focusing on transparency, accountability, and cross-departmental collaboration. Secondly, regarding factors inhibiting and supporting leadership, some potential barriers may include resistance to change from team members and staff, lack of support from stakeholders, resistance from existing organizational cultures, and insufficient resources. However, some factors can support leadership, such as open communication, an organizational culture that supports collaboration and innovation, the development of new leadership skills, the role of organizational culture, and the need for different leadership skills as a result of the status change. By understanding and addressing these factors, leaders at Unima can manage the status change more effectively and have a positive impact on the entire organization.

The leadership model in an organization is one of the key predictors of achieving common goals in an organization because leaders play an important and strategic role in ensuring the continuity of an organization's existence (Northhouse, 2019). Leaders plan, set goals, mobilize, and control all available resources so that the organization's goals can be achieved. Therefore, the leadership model in an

organization must always be able to motivate the importance of the organization's vision, mission, and goals to all members of the organization. In addition, the leadership model in an organization also provides a positive impact on subordinates in the form of rewards if the members of the organization they lead perform well and can achieve the goals or targets formulated together. The leadership model in an organization not only plays an important role in advancing and achieving the vision, mission, and goals of the organization (Kouzes & Posner, 2012). In addition, the leadership model also plays a very significant role in facing various challenges that can disrupt the stability of an organization (Robbins et al., 2016). One of these challenges is the demand for organizational change. This study aims to explicitly describe descriptively how the leadership model faces organizational change challenges, specifically organizational change at Unima, and leaders at Unima need to be able to transform organizational values to create a solid and integrity-driven work culture. The results of the study indicate that leaders who can create a positive work culture can improve the overall performance of the organization (Gallup, 2017). Effective leaders at Unima must be able to have a positive influence on the members they lead. This is important to achieve the vision, mission, and goals of the organization that have been formulated together. The change in status to a PTN BLU brings consequences of increased financial autonomy for Unima. This allows the university to manage its income and budget independently, which can increase flexibility in financial management. The status change also brings changes in organizational culture, especially in decision-making, accountability, and transparency. Leaders need to understand and manage these changes effectively.

One of the negative phenomena that occur is resistance to change from team members and staff. Leaders need to identify and overcome this resistance with effective communication strategies and active involvement of team members. The status change requires adaptation in the leadership model, from one that is initially oriented towards rules and hierarchy to one that is more oriented towards financial and managerial autonomy. Leaders need to develop a leadership model that is responsive to this change. Leaders at Unima are required to make large-scale transformations for all stakeholders in the university environment. This requires leaders to have the ability to have a positive influence and build strong collaborations. The status change at Unima to a State University Public Service Agency not only brings changes in resource management and financial governance but also massive changes in organizational structure and improvements in service delivery in carrying out the University's Tri Dharma, which then makes the researchers interested in answering the research question, which is how the leadership model in managing the status of a State University Public Service Agency at Unima.

METHODS

This research uses a descriptive qualitative approach, in the form of a case study. The study focuses intensively on a specific object studied as a case. The case study method allows researchers to remain holistic and significant. The research method is the way researchers collect research data (Arikunto, 2018).

This study focuses intensively on a specific object studied as a case. Case study data can be obtained from all relevant parties, in other words, in this study, data is collected from various sources

(Nawawi, 2003). The advantage of a case study over other studies is that researchers can study the subject in-depth and comprehensively. However, its weakness, in line with the nature of case studies, is that the information obtained is subjective, meaning it is only for the individuals involved and may not necessarily be used for the same case in other individuals. In other words, the generalization of information is very limited in its use. Case studies are not meant to test hypotheses, but rather the results of case studies can generate hypotheses that can be tested through further research. Many theories, concepts, and principles can be produced from case study findings (Noor, 2017).

This research was conducted from March 2023 to March 2024. The research location is Unima located in Tondano, Minahasa Regency, North Sulawesi Province. Data sources are the subjects from which data can be obtained. In this case, the data sources obtained from the study are taken from primary data and secondary data. Primary data is data obtained directly from the first data source at the research location or research object. In this case, the primary data are the Unima Leadership Elements (Rector, Vice-Rector for Academic Affairs, and Vice-Rector for Finance and General Affairs). Secondary data is data obtained from a second source or secondary source of the data we need. In this case, secondary data are literature or references that support this research.

Data collection techniques in this research are interviews, observations, and documentation. The interview technique in this research is a structured interview, which means the interview is conducted by asking several questions systematically, and the questions asked have been prepared. Observation is conducted by the researcher to collect data that is suitable for the nature of the research because it involves direct observation or what is called involved observation. In this observational method, the researcher chooses participatory observation, which is observation that involves oneself as a person within a specific situation. This is to facilitate researchers in obtaining data or information easily and freely. The documentation in this research consists of archives or files related to organizational changes at Unima.

RESULTS AND DISCUSSION

The research subjects are the Rector, Vice-Rector for Academic Affairs, Vice Rector for Finance and General Affairs, one Dean, and one Head of an Institute at Unima. The results of observations on the research subjects, including the Rector, Vice-Rector for Academic Affairs, and Vice-Rector for Finance and General Affairs of Unima, regarding the leadership model in managing the status of a BLU state university, show patterns that are consistent with various leadership models.

The Rector is seen as a leader who promotes the organization's vision and goals by actively communicating the university's strategic direction to all staff and faculty. The Rector is also involved in the strategic decision-making process and motivates team members to achieve high performance by providing rewards and recognition for their achievements. Additionally, the Rector provides inspiration and support for team members to develop and reach their maximum potential through professional and academic development programs.

Meanwhile, the Vice-Rector for Academic Affairs is responsible for coordinating the implementation of academic programs that support the university's vision and mission. The Vice Rector

for Academic Affairs is involved in facilitating meetings between faculties to align understanding of academic goals, as well as motivating and inspiring faculty and academic staff to achieve high performance. This Vice-Rector also promotes personal and professional development through relevant academic development programs.

On the other hand, the Vice-Rector for Finance and General Affairs is seen to have a role in managing the university's finances and general resources. The Vice Rector for Finance and General Affairs is involved in formulating financial policies and general governance that support the achievement of the university's vision and mission. This Vice-Rector also motivates financial staff to achieve high performance through the application of incentive and reward systems, as well as providing support for the personal and professional development of financial staff.

Overall, the observation results indicate that leadership at Unima tends to adopt various leadership models, including transformational, participative, and servant leadership, in line with the demands of changing the university's status to a BLU.

The leadership model used in managing the status of State Universities as State-Owned Legal Entities (PTN BLU) is the Mapalus leadership model. The name Mapalus is used based on its similarity to Unima's vision, which is Excellent and Innovative Unima based on Mapalus. The Mapalus leadership model is an approach that prioritizes collaboration, open communication, and synergy between leaders and team members. In this model, leaders not only command from above but also work together with team members to achieve common goals. Leaders with this leadership model build strong relationships with team members, understand their needs and potentials, and empower them to achieve optimal performance. Leaders with the Mapalus leadership model also encourage active participation in decision-making and create a positive and inclusive work environment. Thus, the Mapalus leadership model aims to create a harmonious and productive work atmosphere, where each team member can contribute maximally.

The Mapalus leadership model has unique characteristics that differ from other leadership models. Some of the differences are:

- a. **Rooted in Local Culture:** The Mapalus leadership model originates from the local culture of the Minahasa community in North Sulawesi, which emphasizes the values of cooperation or collaboration between individuals or groups in the university to achieve common goals.
- b. **Collaboration and Open Communication:** This model emphasizes the importance of collaboration and open communication between leaders and team members. Leaders not only command but also work together with team members in decision-making and task execution.
- c. **Empowerment of Team Members:** Leaders with the Mapalus leadership model understand the needs and potentials of team members and empower them to achieve optimal performance. This means that leaders give responsibility and trust to team members to take initiative and be responsible for their tasks.
- d. **Active Participation in Decision-Making:** This model encourages the active participation of team members in decision-making so that each member feels responsible for the decisions made.

- e. **Creating a Positive and Inclusive Work Environment:** Leaders with the Mapalus leadership model create a positive and inclusive work environment, where each team member feels valued and motivated to contribute maximally.

With these characteristics, the Mapalus leadership model aims to create a harmonious and productive work atmosphere, where collaboration, open communication, and empowerment of team members are the keys to achieving common goals.

Based on the analysis of the research results, the factors that inhibit and support leadership in managing the BLU at Unima are as follows:

a. Factors Inhibiting Leadership

1. **Resistance of Team Members and Staff to Change.** Resistance to change can hinder progress and the implementation of new policies needed to manage the BLU.
2. **Lack of Understanding of the Implications of Change.** A lack of understanding of the implications of change can lead to uncertainty and reluctance to follow the new direction set by leadership.
3. **Uncertainty about the Change in Status.** Uncertainty about the change in status can create instability and confusion among team members and staff.
4. **Lack of Support from Stakeholders.** Without support from stakeholders, leadership may have difficulty implementing the necessary policies and strategies.
5. **Resistance to Existing Organizational Culture.** Resistance to existing organizational culture can make it difficult to implement necessary changes.
6. **Lack of Adequate Resources or Facilities.** A lack of adequate resources or facilities can be a barrier to effectively carrying out leadership tasks.

b. Factors Supporting Leadership

1. **Open and Effective Communication.** Open and effective communication can enhance understanding and support for the organization's vision and goals.
2. **Clear Understanding of the Vision.** A clear understanding of the organization's vision can provide a clear direction for team members and staff.
3. **Involving Team Members and Stakeholders in Planning and Implementation.** Involving team members and stakeholders in the planning and implementation process can increase ownership and commitment to the organization's success.
4. **Organizational Culture that Supports Collaboration and Innovation.** An organizational culture that supports collaboration and innovation can create a conducive environment for organizational growth and development.
5. **Developing New Leadership Skills through Training and Collaboration.** Developing new leadership skills can enhance a leader's ability to address complex challenges.
6. **Ensuring Decisions and Actions Reflect Stakeholders' Expectations and Needs.** Ensuring decisions and actions reflect stakeholders' expectations and needs can increase trust and support for leadership.

7. Support from Internal and External Parties. Support from internal and external parties can provide the resources and legitimacy needed to achieve organizational goals.
8. Evaluating the Impact of Policies and Decisions through Feedback Collection and Performance Data Analysis. Evaluating the impact of policies and decisions can help improve and adjust leadership strategies.
9. Effective Communication in Addressing Resistance to Change. Effective communication can help address resistance to change and increase acceptance of necessary changes.
10. Constructive Conflict Management. Constructive conflict management can help reduce tension and increase cooperation among team members and staff.

By considering these factors, leadership in managing the status change to BLU at Unima can become more effective and efficient.

CONCLUSION

Based on the research results and discussion, several key points can be highlighted. Firstly, the leadership model used in managing the BLU at Unima is the Mapalus Leadership Model. This model is characterized by several key features, including an inspirational vision and goals, motivation and personal development, leading by example in behavior and performance, participative decision-making, recognition of performance and compliance, understanding and serving the needs of team members, and fostering collaboration and open communication. The Mapalus Leadership Model enables the Unima Rector to effectively manage status changes, motivate team members, and achieve organizational goals efficiently. Secondly, factors inhibiting leadership in managing the BLU at Unima include resistance from team members and staff to change, lack of understanding of change implications, uncertainty about status change, lack of stakeholder support, resistance to existing organizational culture, and inadequate resources or facilities. Conversely, factors supporting leadership include open and effective communication, clear understanding of the vision, involving team members and stakeholders in planning and implementation, organizational culture that supports collaboration and innovation, development of new leadership skills through training and collaboration, ensuring decisions and actions reflect stakeholders' expectations and needs, support from internal and external parties, evaluation of policy impact through feedback collection and performance data analysis, effective communication in addressing resistance to change, and constructive conflict management. Based on these findings, several recommendations can be made. The Unima leadership should implement the Mapalus Leadership Model as a framework for managing the status change to BLU. To address inhibiting factors, steps such as strengthening open and effective communication, involving team members and stakeholders in planning and implementation, ensuring sufficient support from internal and external parties, managing uncertainty about status change through transparent and updated information, and strengthening organizational culture supporting collaboration and innovation are recommended. Further research can be conducted to compare with other universities undergoing status change to BLU to compare leadership models used and factors affecting leadership

effectiveness. Additionally, further research can explore the influence of cultural and political factors within the organization on leadership in managing status change, effective strategies and methods to overcome barriers in managing status change to BLU, and the impact of status change to BLU on overall university management quality, including its academic, financial, and administrative aspects..

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