

Leadership Characteristics Era Disruption: Strategy for Intellectual Capital Building Leadership in Higher Education

Nayyif Sujudi*, Aan Komariah

Educational Department School of Post Graduates

Universitas Pendidikan Indonesia

Bandung, Indonesia

*Nayyifsujudi@upi.edu, aan_komariah@upi.edu

Abstract—This study is the theme of Leadership Characteristics Disruptions Era: Strategic Leadership in building Intellectual Capital in higher education. Leadership is required to determine the direction of the strategy to adapt to rapid changes, evolving and uncertainties. The starting point of this study is to collaborate on leadership and managerial skills of leadership vision into leadership strategy indicators include (1) determining the strategic direction; (2) develop competence; (3) developing resources; (4) establish ethical and organizational control in building knowledge capital (intellectual capital) higher education, so that the results will be a reflection of the leadership needed at this current era of disruption. Leadership strategies are effective if supported by policies to analyze, formulate and evaluate. Innovation through managerial leadership strategies needs to plan, initiate and control. While in the process all require planning through the vision and mission matured into a form of sustainable development programs. The lessons generated through this independent project is established ways of thinking and learning as well as patterned transdisciplinary research.

Keywords—leadership; strategy; intellectual capital; higher education

I. INTRODUCTION

Globalization is a reflection of the change in the world today. The existence of globalization cannot be avoided especially has become a part of the transformation of sectors and aspects of life such as science, information technology, digitization, political, social, cultural, economic and educational. Globalization is a challenge and objectives to interact to change the world as a form of global markets that make up the human values and abilities required.

Leadership is the key to the success of higher education industry who deal with the global market situation with the competition is very competitive, the face of environmental changes greater education, knowledge growth, the reduction of government subsidies, the increased pressure on labor skills possessed, the pressure for more accountability and transparency in academic life [1], The quality of higher education is largely determined by the role of leadership, commitment, culture and human resources performance [2], Being on the other side of the college is also required to serve both new markets and different market. The college also faced with greater interest as the interest from government and society [3].

Dimension of intellectual capital (intellectual capital) is categorized into three parts, namely; Human capital, Organizational Capital, Relational Capital [4,5], argued that the valuable resources of the university are educators (faculty), researchers, and educators (administrative staff) and students (human capital) with organizational processes (structural capital) and their relationship network (relation capital). This resource is a part of the intellectual capital, is an intangible asset for universities, as a significant resource for achieving excellence and quality of the organization. Universities as a producer of knowledge, that is comprised of knowledgeable community (intellectual capital) has the ability to learn, the power of innovation, and as input processed through knowledge management, based on the above phenomenon, it needs to be studied through the "Strategy for Building Intellectual Capital Leadership in Higher Education."

II. LITERATURE REVIEW

A. Disruptive Era

Disruption is a process of change that is so complex that happens constantly bumping into nearly all aspects of life without regular unpredictably without compromise complicated complex and all aspects blend into one that is driven by the revolution of all aspects of life, marked by digitization, virtualization, internet, online, artificial intelligence, interconnection which do not measure the nation-state brick boundary values of life, with a speed that can not be estimated either speed, intensity, power and strength. The whole process is global and massive crashing of life from all directions and encompasses all aspects blend into one creating a new culture and a new civilization even for humans on earth [6].

B. Strategic Leadership

Strategic leadership is a process of forming a vision of the future, which is then communicated to subordinates with the aim to motivate and stimulate subordinates to engage in the exchange of support strategies with colleagues and subordinates [7].

Strategic leadership can be interpreted as a positive influence on behavior strategic that can contribute to the success and continuation of life organization. Positive influences are influences that are not rooted in interest's certain individuals or groups, but more is a driving force for awaken

the spirit of creating a strategic profile of the organization. Leader behavior which is driven by such influence is a strategic behavior. In an organization there are related parties who have desires and expectations. These desires and expectations need to be met by management. That is responsibility from a strategic leadership [8].

One of the key roles of good organizational leadership is building organization by educating and developing new leaders.

Each candidate will later become a global manager, agent of change, strategist, motivator, strategic decision maker, innovator, and collaborator if the activity persists and develops. This will appear when look at the key competencies possessed and developed by future manager. According to David Golomen in Sedarmayanti types Personality characteristics produce a type of competence [9]. One group consisting of the four characteristics commonly called emotional intelligence plays a role which is important to realize the competencies required by managers chill in the present namely:

1) *Awareness and envy*: in terms of the ability to read and understand emotions someone as well as assessing one's strengths and weaknesses, is based trust comes from positive self-esteem.

2) *The application of envy*: in terms of control, integrity, honesty, initiative, and achievement oriented.

3) *Social awareness*: related to feeling other emotions (empathy) studying organization (organizational awareness), and recognize customer needs (service oriented).

4) *Social skills*: influence and inspire others, communicate, collaborate, and build relationships with others, as well managing change and conflict.

Strategic leadership is the ability to influence others to be able to take decisions in everyday activities that will enhance the organization's viability in the long term and at the same time [10]. explained that strategic leadership is a strategic leadership with six indicators, namely: (1) determining the strategic direction, (2) to explore and maintain core competencies unique, (3) developing human resources, (4) maintain a culture of effective organization, (5) emphasizes ethical practices and build build balanced organizational control [11]. In order to leadership is a combination of managerial leadership and visionary leadership.

C. Intellectual Capital

The term intellectual capital was first put forward by economist John Kenneth Galbraith who wrote a letter addressed to his colleague, Michal Kalecki, in 1969. Intellectual capital needs to be grown in companies in order to encourage the willingness of workers to carry out their work. This can be done by exploring knowledge and not just depending on the existing system. Intellectual capital is an asset for companies in the form of knowledge that can enhance competitive position and increase value for interested parties [12].

Intellectual capital is not only in the form of knowledge but also information that can be applied in work. High intellectual

capital compared to other companies will make investors give a higher valuation as well. This will be seen from the company's stock price [13].

When referring to firms, highlights the dynamic interaction between Intellectual Capital and other resources [14]. Such interaction is essential to deliver organizational performance. In fact, it is the interaction among the different types of capital that creates wealth within an organization [15].

Intellectual capital (intellectual capital) is a very important role in the organization and very strategic. Intellectual capital is the knowledge and capabilities of a social collectivity, such as organizational, intellectual community, or professional practice [16], Although initially, Skandia Navigator models assume that the IC has two components (human capital and structural), now most researchers agree that the IC has three components, namely: human capital, structural capital and relational capital (social) [17].

Three major constructs of intellectual resources supported by researchers are human resources, structural capital, and customer capital. Human resources describe the knowledge of shares of an organization shown through its employees, while human resources represent a combination of genetic inheritance, education, experience, and thoughts about the world and business.

The method used to measure intellectual capital is the VAIC method. Intellectual capital provides the ability for companies to create added value. Added value is an indicator to assess the company's ability and success in creating the most objective added value (value creation). Calculation of added value is the difference between output and input. Intellectual capital contributes to companies, because intellectual capital is a measurable resource for creating competitive advantage. Intellectual capital has a very important role in improving company performance.

In our study, we adopted the model which has been developed, which divides the IC into three main components: (a) Human Resources: the knowledge and skills of the individual; (B) Structural capital: internal processes and information that belongs to the organization; and (c) Customer / Relational Capital: the organization's relationship with its stakeholders [18].

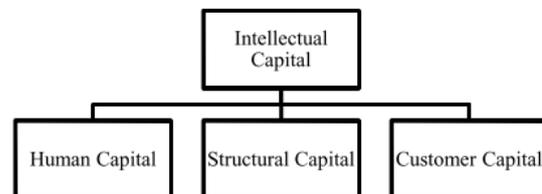


Fig. 1. Intellectual capital components.

III. RESEARCH METHODS

This type of research by using survey methods, which include research category explanatory.

IV. RESULTS AND DISCUSSION

Bekasi City Bhayangkara University College which has gained Accreditation B by the National Accreditation Board of Higher Education (BAN-PT) since July 4, 2015, with certificate number SAIPT: 000 653.

A. *Vision Ubhara Jaya*

The vision is the establishment of the University Ubhara Jaya Raya Jakarta Bhayangkara as featured universities at the national level and a national paradigm based security in order to produce human resources capable of competing and well behaved.

B. *Mission Ubhara Jaya*

- To produce quality graduates in improving the quality of human resources.
- Learning process in accordance with the college curriculum that is adaptive to the development of science, technology, and art.
- Conducting research in order to develop science and technology, both in the field of basic and applied science.
- Perform community service through the application of science and technology to improve the quality of life.
- Actively contribute and cooperate in scientific activities, especially concerning the tasks of the police, the social problems, and workarounds in order to achieve the order, security, justice, and welfare

Strategic leadership exercised by the working unit of higher education in the city of Bekasi Bhayangkara includes the following steps:

- Improving the quality of faculty and students to build a means of learning and research in adaptive and innovative
- Expanding international cooperation to improve the quality of academic facilities and support equipment in the academic field, and develop quality faculty and students.
- Improving the quality of academic services by digitizing and systematic scale information and professional
- Lecturer in particular human resources development, rejuvenation of facilities and infrastructure and boost research and development that supports the fourth generation of this revolution.

The significance of the findings of this study indicates that the strategic leadership has gone well so the impact on the effectiveness of organizational performance in universities in the city of Bekasi. This proves that the capability of strategic leadership that is projected in the leadership abilities leaders positioned at the college - college Bhayangkara University Bekasi City in acting as a navigator, strategies, entrepreneur, talent advocate, captivator, global thinker, change the driver

has been applied properly in effecting an increase in the quality of human resources. It can be seen from the observations in all dimensions and indicators which have implications for the height that the results obtained in the dimensions and indicators of quality of the organization.

Capital used Intellectual Framework is a framework for the university consists of 14 items developed study programs through the provision of accreditation set by the National Accreditation Board of Higher Education (BAN-PT). The following 46 items of the components used in this study:

Human Capital: 1. A number of full-time professors 2. The number and types of training 3. A number of permanent lecturers 4. The number of part-time lecturers (guest lecturers, extraordinary professors, lecturers expert) 5. Achievement lecturer (awards, grants, funding programs) 6. Qualifications (number of positions) academic lecturers 7. Competence academic lecturer (number of lecturers education level S1, S2, S3) 8. number of non-academic staff (librarians, laboratory, technicians, operators).

Structural Capital: 9. Investment in electronic media library 10. 11. Total Income from licenses granted licenses 12. Measurement and laboratory services 13. 14. Mission Vision courses of study program goals and objectives 15. 16. 17. Technology Strategy achievement 18. the syllabus used in teaching and learning plan learning technique 20. 19. Means, infrastructure, funding for teaching 21. the evaluation system of learning (the presence of professors, students trusteeship system 23. 22. the average period of study 24. the number of professors per student 25. Ratio Drop Out 26. The average of students per lecturer 27. The average number of meetings/mentor academic qualifications supervisor 28. 29. Availability of guide mechanism 30. The final project deadlines thesis 31. a number of graduates/graduations.

Relational Capital: 32. The number of 3rd party research foreign grants 33. The number of 3rd party research 34. Higher Education International scientists at the University of 35. The number of conferences held 36. Research/community service 37. The scientific publication in international journals 38. Publication of scientific journals accredited organizations 39. scientific publication in a local journal web site Hits 40. 41. E-Learning 42. The number of achievement and academic reputation, interests, and talents of students 43. student Service 44. Service and utilization of graduates 45. Recording Data 46. Participation graduates graduate in academic development.

V. CONCLUSION

Awareness of higher education in Indonesia such as Bekasi city Bhayangkara University on the importance of publishing activities and disclosure of digital information has shown openness to the public higher education. In general, the purpose of higher education website is to inform the outside world, namely the public about the academic information, research, and dedication, as well as general information on higher education. In addition to scientific research and education, which is the core of the university's activities are training, commercialization of research, knowledge transfer to the community, service, and infrastructure services.

The findings in this study also supports the literature that states that in order to increase the intellectual capital (Intellectual Capital) with both the management of the management of universities through the role of leadership strategy in this case the University Bhayangkara Bekasi City must consider several things such as the use of infrastructure and all resources organization power optimally, teamwork which solid, appropriate leadership style, job satisfaction, transfer of technology, creativity, knowledge, and feedback of performance has been achieved.

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