



# Leaders and Legacy: A Study of the Values of Lampung University in Indonesia in 1998–2019

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**Abstract.** The success of an organization can be explained through the performance of the leader. The University of Lampung (Unila) as an organization experiences good and bad times in the context of ranking among universities in Indonesia. In 2019, the decline of Unila's ranking to its lowest point has prompted this research with organizational culture perspective. In this study, we explore, find and explain the basic assumptions of leaders reflecting values that are difficult to change; the values that are held and grow as a culture that are not visible; vision, mission, and structure as visible artefacts; and the performance of tridarma which also looks visible. This research is placed in the objective to become the best university. The research was conducted using an intensive interview method; documentation study; and repeated confirmation. The results showed that during the three periods of rectors' leadership from 1998 to 2019, a pattern of cultural change was found as a cycle between research university and teaching university. At first the leaders tended to choose the perspective as a research university, then the next leader chose the perspective as a teaching university, then back to a research university. The rectors who lead Unila wanted to make a legacy so that Unila recognized as the best university. Whether it is a research university or a teaching university, both can increase Unila's ranking among universities in Indonesia. Unila's downgrade occurred during the succession period during the rector election process.

**Keywords:** organizational culture · leaders' basic assumption · research university · teaching university · legacy

## 1 Introduction

In 2019, the Ministry of Research, Technology and Higher Education announced the clustering of universities. Lampung University (Unila) was ranked 46th. In the first cluster there were 13 universities; cluster two there were 70 campuses; cluster three there were 338 universities; cluster four there were 955 campuses; and cluster five there were 765 universities. In 2020 Unila's ranking was 29th, but it was still in cluster two. In the same year, Unila was in 28th position among universities in Indonesia and 3438th in the world ranking. In fact, Unila's vision has been set in 2025 to become the ten best campuses in Indonesia.

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Based on those performances, Unila's position in 2019 was still far below the achievement of its ideal vision. The decline in Unila's ranking has prompted this research to be conducted. Why did Unila not succeed in achieving a good position among universities in Indonesia? Since the formulation of the university's vision, it has gone through three leadership periods, which were the period of 1998–2007, 2007–2015 and 2015–2019. Ideally, the ideal value orientation has been found to achieve this vision.

This study does not explore all levels of organizational culture nor strictly segregating organizational culture levels from visible to invisible practices. This research examines the leadership factors from the basic assumptions of the leader, the orientation of values built, and the performance of the tridarma, which are education, research and community services.

Based on the background, there are four research questions of this research: 1. What are the basic assumptions of leaders in carrying out their duties? 2. What is the cultural orientation adopted? 3. How is Unila's tridarma performance in ranking universities? 4. What is the meaning of changing the cultural orientation of each leadership period?

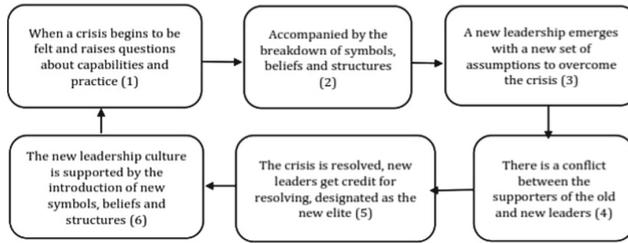
The purpose of this research is to develop an understanding. This study is pursued through an approach that describes the meaning obtained from thoughts, behaviours and events in the course of the organization over a certain period of time. So, it is started with the idea that every organizational situation is always shaped by the leader.

## 2 Literature Review and Research Background

Organizational culture is "A pattern of shared basic assumptions that the group learned as it solved its problems of external adaptation and internal integration, that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems" [1]. Culture in this sense consists of three layers. First, visible surfaces or artefacts, namely technological works, language, artistic products or ritual behaviour. Second, values or espouse values, which are solutions that arise to solve organizational problems. Third, difficulty to change basic assumptions which are taken for granted. Another meaning of organizational culture is divided into two levels of depth, which are more visible and less (not) visible [2]. Organizational culture, both visible and less visible, is manifested in symbols [3].

Organizational culture includes: (a) Artefacts, are the most visible manifestations of organizational culture, including material objects, architecture and organizational identity, language, metaphors, stories, myths, ceremonies, behavioural norms, symbols, and heroes; (b) Values, beliefs and attitudes; (c) Basic assumptions, such as the nature of the organization's relationship with the environment and society, the nature of truth and reality, the nature of human resources, the nature of human activity and the nature of human relationships [4].

Studies related to this research, first, describe organizational culture in two levels, which are the basic assumptions that are not visible and the values that are expressed on a daily basis are evident in the Strategic Industry Management Agency [5]. Second, research that describes artefacts at PT Pos Indonesia [6]. Third, a research that explains the positive relationship between transformational leadership and internal communication with employee performance. Exemplary and ethics in action have fostered employee



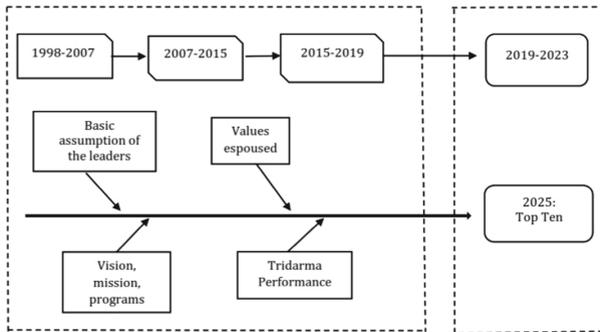
**Fig. 1.** The main theory of this research is the cycle of organizational culture change [9]

trust and respect, pride, articulation of vision and inspiring employees [7]. Fourth, inspiring transformational leadership has a positive influence on engagement, adaptability and achievement of the organization's mission [8] (Fig. 1).

From the chart it can be seen the cycle of cultural change:

- Starting from events, forming the perception that there has been a crisis that cannot be resolved by traditional means;
- The perception of crisis causes damage to the pattern of maintaining symbols, beliefs and structures; raises the question of whether the old culture can be preserved or a new culture created by changing symbols, beliefs and structures;
- The breakdown of symbols, beliefs and structures that sustain organizations is a necessary and not a sufficient condition for cultural change. What is required is an extension of the alternative set of artefacts, values and underlying assumptions. Cultural alternatives—artefacts, values and underlying assumptions—are given by new leaders;
- The presence of a new leader, signifies the presence of a period of conflict between the old supporters and the supporters of the new culture. The imposition of a successful new culture requires employees who are unable to accept changes must leave voluntarily, be fired or transferred to a position where they do not exercise influence;
- New leaders resolve conflicts caused by their new practices. Two conditions must be met to achieve this. First, the crisis must appear to have been resolved, so that concerns about the resulting uncertainty can be remedied. Second, new leaders must be entrusted with solving crisis situations. Attributes of success for certain leaders increase the strength of the individual or group to then implement further organizational culture change and eliminate competition;
- In order to stabilize the organization and institutionalize a new culture, leaders begin to create new nurturing symbols, beliefs and structures. This means among other things, recruiting and selecting people who support the new culture, uprooting any remnants of non-conformist conformity, making sure everyone is aware of the right leadership, discrediting old leaders, and restructuring the organization. One of the interesting elements of this process is reinterpreting the past history of the organization to suit the new leader.

This study aims to analyze (a) the basic assumption of leaders for the period of 1998-2007, 2007-2015 and 2015-2019; (b) the university cultural orientation for the



**Fig. 2.** Shows a cycle of organizational culture change, developed within the research framework

period of 1998-2007, 2007-2015 and 2015-2019; (c) vision, mission and programs for the period of 1998-2007, 2007-2015 and 2015-2019; and (d) performance of the tri dharma for the period of 1998-2007, 2007-2015 and 2015-2019. In Dyer's perspective, from one leader period to the next, it shows a cycle of organizational culture change, developed within the research framework in Fig. 2.

### 3 Method

This study utilizes not only qualitative data from interviews but also qualitative and quantitative data from retrieved documents. Qualitative data in the form of words and quantitative data in the form of a series of numbers that contain meaning. Thus, research data were obtained through intensive interviews and document collections, such as books on longterm development plans, strategic plans, Unila guidelines, reports or speeches from the chancellor, rector regulations, decrees and digital news.

Key informants or sources of research data are the rectors who have led Unila for three periods. They are Muhajir Utomo, Sugeng P. Harianto, and Hasriadi Mat Akin. In addition, the research confirms the rector's leadership team, which is a group of people who assist the rector's duties who also maintain the value of Unila's center of excellence as a university, as well as a triangulation method, helping to find meaning, and finding fresh perspectives [10]. Consideration that three leadership periods were chosen as the focus of research, because the 1998-2007 period was formulated and created the 2025 vision for Unila to become the 10 best universities in Indonesia.

### 4 Results and Discussion

The concepts of organizational culture that are researched and analyzed include: a. leaders' basic assumptions; those are the nature of human relations with nature, the nature of reality and truth, the nature of the existence of human resources, the nature of human activity, and the nature of human relations; b. values that are not visible in a superior organizational culture that is developed and adhered to; and c. visible cultural forms or artefacts; as outlined in the statement or formulation of the vision, mission and

program; organizational structure; and the performance of the tridarma is proven in the rankings between universities.

The data analysis process is carried out as follows: (1) data collection through key informant interviews and a transcript of interview results is compiled; (2) interview transcripts are categorized according to the layers of organizational culture; (3) after finding two layers of culture, with what is not visible is academic culture and what is visible is the organizational structure and performance of the tridarma of higher education, a document retrieval is carried out; (4) the results of the documentation to complete the results of the interview; (5) constructed a narrative flow of discussion, in the form of tables and charts, as well as conclusions about the tendency of the relationship between factors; (5) back-verification with the theory and results of previous research; (6) re-examined by confirming the sources to strengthen the conclusions.

#### A. *Basic Assumptions of Leaders*

Unila, which was founded in 1967, now has 8 (eight) faculties. Those are FEB (Economics and Business); FH (Law); FKIP (Teaching and Science); FP (Agriculture); FT (Engineering); FISIP (Social and Political Sciences); FMIPA (Mathematics and Natural Sciences); and FK (Medicine). Since its establishment, Unila has been led by the following rectors (1) Sitanala Arsyad (1973–1981); (2) Margono Slamet (1981–1990); (3) Alhusniduki Hamim (1990–1998); (4) Muhajir Utomo (1998–2007); (5) Sugeng P. Harianto (2007–2015); (6) Hasriadi Mat Akin (2015–2019); and (7) Karomani (2019–2023).

Muhajir Utomo, the leader of the 1998–2007 period, is a researcher. After earning his doctorate in 1986, then in 1987 researching land management became the forerunner of 33 years of long-term research. The scientific perspective that stands out was that it is based on the Indonesian ecosystem with a wet tropical climate. As a result of a lot of rain, agricultural land in Indonesia and Lampung is sensitive to degradation. In reality, tillage techniques were carried out arbitrarily, such as burning land and various other methods that stimulate soil erosion. If so, it was allowed to drag on, as a result, farmers' production falls and becomes poor. The greatest poverty rate hit farmers, the root of the problem lies in land cultivation which accelerates the degradation of land functions. The key answer or solution offered was soil and water conservation technology, and one of those technologies is no tillage. The groundbreaking thoughts that have been accumulated in the no-cultivating concept have become Muhajir Utomo's legacy as a non-cultivating researcher, both nationally and internationally. His academic ideas were formulated into the Main Scientific Pattern (PIP) of Unila, namely dry land science. The concept of dry land was not intended as a scientific discipline or monodiscipline of agricultural science, especially land management, but as a source of inspiration so that all faculties, departments and study programs, both social and exact sciences, make dry land a concentration of education, research and community service as an expression and Unila's tridarma achievements. Scientific performance was the main point of view. Muhajir Utomo's leadership pattern was influenced by the strength of his research and expertise in the scientific field he was involved in.

In the period 2007–2015, it was led by Sugeng P. Harianto from the Faculty of Agriculture, Department of Forestry. He took the ideal human attitude was the Bima

puppet character. Bima's nature as a human being is honest, open and candid. As for the truth, it was emphasized that the teacher was always right. There's no way the teacher could harm. This practical attitude was expressed in leadership patterns. If something wasn't right, tell it as it was, even if it's necessary to be angry. However, it was only a dynamic in organization, and life went on as it should. The basic assumptions that he believed as the chancellor were that he did not come from a well-to-do family and was part of the family of most of the rural people in general. When having the authority as a university leader, the first thing to think about is to provide benefits to the poor, to be able to pursue higher education. The main focus was education and student learning systems.

The Chancellor Hasriadi Mat Akin 2015–2019 served as Vice Chancellor for Academic Affairs for two terms which became a valuable lesson. He had a principle that to make a significant contribution to Unila, you must be the number one person in Unila because you have the authority to make improvements in the system. The main task of the university was to prioritize the development and development of the academic field. Although the field of human resources at Unila still has weaknesses, the university's job was to create knowledge. In a global environment, the teaching and learning process has been facilitated by Google or other internet programs, learning has been provided by Google. What Google cannot provide was to create knowledge. Therefore, Unila must become a center of research university, for lecturers and students to construct knowledge. Unila needed a main umbrella for research that can be developed in branches by creating knowledge.

### B. *Vision, Mission and Program*

In the period 1998–2007, a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis of the Unila organization was conducted. At that time, it was found that Unila's main strength was the information and communication technology (ICT) infrastructure that had been built by the previous leader. In addition, the next strength was the teaching resources (lecturers) who continue to study doctoral programs both in Indonesia and abroad. These two factors of Unila's strength became the rationale for making an ideal and measurable vision change, namely to become the 10 (ten) best universities in Indonesia. Based on this study, at the end of the 1998–2007 period, a change in Unila's vision as an organizational value that must be achieved together, from the 2020 vision to the 2025 vision was drawn up. This change was caused by two factors, external and internal. On the external factor was the publication of the government's long-term development plan for 2005–2025. Meanwhile, the internal factor was the change of research-based culture of excellence to education-based.

Therefore, a new vision for 2025 was drawn up, which is "Unila becomes the 10 (ten) best universities in Indonesia." However, the 2015 Statute still contains the old vision, the new vision has not been included. This is contained in the 2015 Statute Article 8 which states that the main scientific pattern of Unila is "management of tropical dry land and local wisdom." Nevertheless, the leaders for the 2007–2015 period have officially changed the value formulation from the 2020 vision to the 2025 vision. Even though the organizational culture in the 2025 vision remains oriented to excellence (center of

excellence) with an emphasis on the performance of the tridharma, which are education, research and community service.

In the period 2007–2015, the change in vision 2025 was officially determined based on university rankings. The top ten vision 2025 is a crystallization of the 2020 vision. The 2025 vision is more measurable (quantitative), the previous vision is normative (qualitative). Based on the chronology of the change of chancellor, the preparation of the 2025 vision is a sublimation or refinement (John M. Echols & Hassan Shadily, Indonesian English Dictionary,

1990, p. 565) [11] and Geddes & Grosset, Webster's Universal Dictionary & Thesaurus, 2005, p. 464) [12] Unila's vision; from "dry land area development in the broadest sense" to "ten best universities in Indonesia in 2025." At the beginning of the 2007–2015 period, an important element of the leadership team was found. The team formulated a measurable (quantitative) and generally accepted vision change that could be achieved by the entire academic community.

Therefore during the three leadership periods, 1998–2007; 2007–2015 and 2015–2019 Unila's strategic goals based on university rankings are only listed in the Strategic Plan books and Unila manuals. For example the motto "Unila is the twenty-fifth best university in Indonesia" (Renstra 2007–2011; 2010 Guide), the formula "Unila became the twenty best universities in Indonesia in 2015" (Renstra 2011–2015) and Unila's ranking among universities in Indonesia is a strategic goal (Renstra 2011–2015; Strategic Plan 2015–2019). However, in the 2015–2019 period the strategic objective was changed to "increase competitiveness nationally, regionally and globally" (Renstra 2016–2020; Strategic Plan 2020–2024). During the 2015–2019 leadership period, Unila's ranking was no longer a priority among campuses in Indonesia. The 2015–2019 Chancellor aims to restore the vision to become a research university (university of research). However, intellectual capital can only be seen in Unila's ranking among universities in Indonesia published by various institutions, both national and international.

### C. *Values Embraced*

The Chancellor's academic culture for the 1998–2007 period was built by a research university which was outlined in the main scientific pattern, which was dry land management, and was formulated in the 2020 vision "To become an autonomous and high-quality university, excelling in education and research, which is highly accredited in the country and known in the world. abroad, with the pattern of scientific development being the development of dry land areas in a broad sense." However, realizing science-based dry land management encountered many obstacles. The dry land development perspective, when applied in rural areas, does not merely study agriculture or farming, but includes economic, institutional, legal, land conflicts, social and cultural issues. Therefore the pattern of dry land development is essentially crossdisciplinary. The difficulty in applying dry land management research concepts is caused by the monodisciplinary understanding and perspective of the faculties. Even within one scientific discipline there are differences in scientific paradigms.

The policy for the period of 2007–2015 tends to strengthen the teaching culture. The activities that stand out are the distribution and expansion of access to education, especially the provision of financial assistance for the poor in all educational programs,

which are diploma, bachelor's, master's, specialist, and doctorate programs. In addition, the government's budget facilitation is focused on the construction of ICT (Information and Communication Technology) buildings with a data center that is primarily used for the learning and teaching process of students, and facilitates the relationship between lecturers and students in learning. During the period of 2007–2015, the development of teaching university was carried out intensively (History of the University of Lampung, 15-8-2008; General Guidelines for the University of Lampung, June 2010; Speech Book for the 46th Unila Anniversary, 2011).

The learning system is strengthened by quality assurance. Students participation in the reasoning program is increased, especially to take part in the national student scientific week competition. Learning system based on student centre learning) and problem-based learning. Strengthened information technology-based learning centre. It is stated in 2015 Unila's anniversary that "2015 Anniversary as a momentum to improve the performance and quality of education with character towards the ten best universities in 2025." Interaction between lecturers and students was improved. Internet technology facilities and infrastructure have been developed for online study accessibility. In addition, there are some programs such as expanding the construction of data centers, revitalizing library buildings and facilities are revitalized, increasing the quantity and quality of ISO standard library services, annual direct science journal subscriptions, and 24-h library services. To maintain the quality of learning, the development of an academic information system is carried out as one of the best (Rector's Speech, 2015).

The Chancellor's 2015–2019 policy returns Unila's mission to become a research university, as stated in anniversary speech that "Unila has been able to brilliantly carry out revitalization in the field of research by carrying out downstream research results into community service activities. Through the downstream program, Unila is able to increase the added value of the research results of the lecturers into products and services that can be enjoyed by the community. The success of Unila's downstream research is the success of obtaining research grant programs in the districts of East Lampung, Tulang Bawang and Bandar Lampung City. Researchers have succeeded in implementing adaptive technology in hatchery and feed production for shrimp farming, management of mangrove vegetation that can maintain ecosystems, prevention of natural disasters and fish farming" (51th Anniversary Speech, 22-9-2016).

In addition, increasing the number and quality of research. In this case, LPPM Unila in 2016 has established the basic policy of the research environment, such as (a) establishing LPPM (Institute for Research and Community Service) as a quality controller of research activities and community service directed at the output of activities (output); (b) eliminating management fees for research and service activities in competitive programs; (c) adding research schemes including postgraduate research, professorship research, excellent grants, foreign cooperation and industrial cooperation research; (d) provide incentives for authors of scientific articles that are successfully published in reputable international or national journals; (e) focus of research to solve problems in society (action research). 11 (eleven) research and development centers were established, including (1) the Center for Research and Development for the Environment; (2) Cassava Research and Development Center; (3) Center for Social, Cultural and Educational Research and Development; (4) Research and Development Center for Coastal

and Marine; (5) Center for Nutrition, Health and Herbs; (6) Research and Development Center for Women, Children and Development; (7) Tropical Biodiversity Research and Development Center; (8) Tropical Biomass Research and Development Center; (9) Research and Development Center for Public Policy and Regional Development; (10) Research and Development Center for Business Incubators; and (11) IPR Study and Development Center. Community service activities are carried out and supported by the thematic KKN (Real Work Course) program implemented in the target villages in 7 (seven) districts in Lampung.

Nevertheless, the culture of a teaching university continues to grow. This conclusion is in accordance with the results of a research conducted in 2017 entitled “Changes in Organizational Culture from a Learning University to a Research University at the University of Lampung” which concluded that: “Unila’s organizational culture has led to a change in culture from a learning university to a research university. However, the research culture that was developed is still personal, because personal needs are not massively driven by universities. Publications have not been entrenched due to the weakness of lecturers in accessing publications. Research culture is not only concerned with personal matters, but research is carried out institutionally and is believed to be a shared need” [13].

#### D. *Tridarma Performance*

In the period 1998–2007, Unila was ranked 17th in Webometrics, when Webometrics started its ranking assessment of world universities. Webometrics was initiated by the Cybermetrics Laboratory which is part of the Consejo Superior de Investigaciones Cientificas (CSIC) with the aim of promoting scientific research results that contribute to improving people’s welfare ([www.webometrics.info](http://www.webometrics.info)). Webometrics assessment utilizes digital sites with 4 (four) measurements including impact, presence, openness, and excellent. For Unila, one of the highest ratings is given to the presence and openness elements reaching 90% and contributed by the <http://library.unila> site. AC ID. Therefore the Library Unit has contributed a score of 170,745 pages. In addition, it is ranked 12th in 4ICU (4 International Colleges and Universities). To achieve 4ICU ranking, four things are conducted: (1) accredited by national or local accreditation bodies, namely the Ministry of Research, Technology, and Higher Education; (2) there are undergraduate (S1) and postgraduate master (S2) and doctoral (S3) graduate programs available; (3) the face-to-face education system or traditional system is applied, namely the classroom education format that brings together lecturers and students; and (4) build a website that has easy access.

In the 2007–2015 period described in the 2010 Ministry of National Education Director General of Higher Education’s book entitled “Measuring the Potential of Higher Education Scientific Work,” Unila was in the top 11 nationally out of 143 Indonesian public and private universities and in scientific work received the best predicate outside Java. In 2011, in the assessment of QS-Star, World Class University, Unila received the title of one star among 14 Indonesian universities (<https://www.unila.ac.id/pidato-rector-2011/>). In 2011, Unila was included in 22 universities that were given the main category in the field of research. In 2011, the Webometrics assessment penetrated the top 100 universities in Southeast Asia by ranking 76. In 2013, on the Scopus website

on February 12 2013, it was in the 14th position out of 33 universities in the number of scientific articles indexed by Scopus (Soeharso, 2013). In 2014, in the assessment of the greenmetric world university, it managed to rank 10 as a university with good environmental management quality towards a sustainability university. And, in July 2015, Unila's version of Webometrics has entered the top 10 (ten) universities in Indonesia (Rector's Speech at Unila's 50th Anniversary, 23-9-2015).

In the 2015–2019 period, an assessment issued by the publisher Elsevier placed Unila in the 18th best position in Indonesia in the number of Scopus indexed articles. In 2016, the Ministry of Research, Technology and Higher Education ranked 22 universities in Indonesia, ranked 4 for universities outside Java and ranked 3 for universities in Sumatra. In 2016, Unila was ranked 15th in webometrics (Rector's Speech, 22-9-2016). This ranking is an increase from 39th in January 2015 and up from 27th in January 2016. In the 2016 greenmetrics program which measures environmental friendliness, it is in the top 13 of all campuses in Indonesia. In 2019, in the webometrics assessment, Unila's ranking was still at position 15, up from 2018 at position 21. However, in the ranking by the Directorate General of Higher Education of the Ministry of Education and Culture, it experienced a sharp decline to position 46 in cluster 2 universities in Indonesia ([www.kompas.com](http://www.kompas.com), 22-8-2019). Data from the Director General of Higher Education shows Unila's ranking for 4 consecutive years, namely ranked 22nd (2015), ranked 23rd (2016), ranked 18th (2017), and ranked 21st (2018) ([www.warmadewa.ac.id](http://www.warmadewa.ac.id), 21-8-2017).

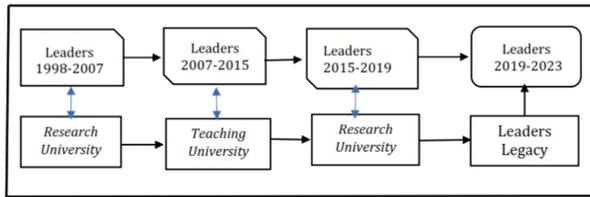
It can be concluded that in each period with a different cultural orientation, whether it is a research university or a teaching university, Unila is able to display positive intellectual performance in its efforts to achieve the organization's vision. Of course, the organizational culture that is developed differently in each leadership period can be interpreted as a leader's legacy.

#### E. *Legacy of the Leaders*

The process of changing leaders (chancellors) for two decades from 1998 to 2019, accompanied by changes in culture or orientation of organizational culture values which actually have a culture of excellence. The change is between the character of a research university and a teaching university.

In the period of 1998–2007 spurred research culture (university of research). This is to create a superior culture. The expression of a research university is stated as follows “to become an autonomous and high-quality university, excelling in education and research, which is highly accredited at home and known abroad, with the pattern of scientific development being the development of dry land areas in the broadest sense.” However the development of a research culture is not easy to carry out optimally because it deals with various fields or disciplines, which contain factors of interest and different studies, so it is not easy to concentrate on a particular field even though it is given a broad research scope. Although research activities tend to be limited, the culture of this research university is a valuable legacy.

In the era of 2007–2015, Unila tends to prioritize student learning systems. The factors of information technology development, cooperation both with Indonesian and foreign institutions, the accessibility of students from underprivileged families, are essentially to strengthen the teaching and learning system and build productive interactions



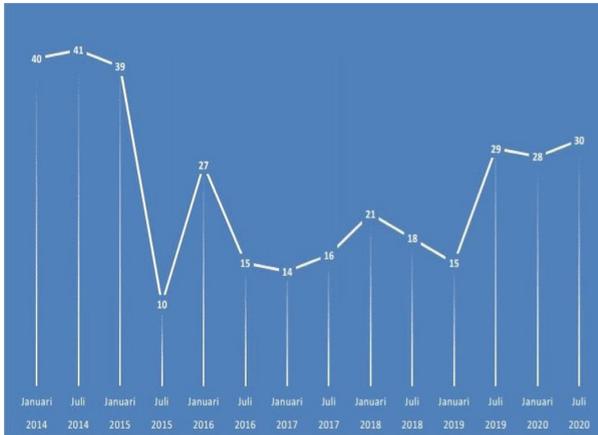
**Fig. 3.** The results of the study

between lecturers and students. Likewise, the leadership of the rector and the rector team is designed to strengthen the teaching university. Entrepreneurship courses are a student learning process to produce graduates who can meet the demands of the job market. In this case, the priority is on the student-centered learning (SCL) method, which is a student-centered learning system to be independent and problem-based learning (PBL), which are learning that presents real problems that will become the basis for students to conduct research and offer solutions. This learning system is a legacy of the leaders.

During the 2015–2019 period, a prominent organizational culture orientation was to restore its status as a research university. Established research and development institutions. Also developed research schemes from various sources of funds. Socialized new research schemes such as research on master's education to doctorate; research on the creation and presentation of art; social research, humanities and education as well as postdoctoral research. Unlike the previous two leaders, during this period the role of the leadership team was less prominent, but the research university development activities were very real and became a legacy in this period. The results of the study can be described in chart 3.

However, in 2019, Unila's position in the ranking of the Ministry of Research, Technology and Higher Education dropped drastically to 46. Whereas previously in 2015 it was 22nd, 2016 was 23rd, 2017 was 18th, and in 2018 it was 21st. However, in 2020 it rose to 29th again. Based on the ranking movement issued by Webometrics 2014–2020, it can be seen that the points in the year where Unila's ranking decreased as shown in chart 4.

The chart 4 shows that the webometric ranking shows the tendency of sensitive data. In 2015 and 2019 there were downgrades in the rating which reflects the fluctuation in the rating which is actually not constant. In January 2015 Unila was ranked 39th, but in July 2015 it rose sharply to rank 10, but dropped again drastically to rank 27 in January 2016. The ranking pattern was not constantly repeated in 2019. In January 2019 it was ranked 15th, but dropped sharply to rank 29 in July 2019. The sharp decline in ranking occurred during the change of rector leadership. It was when in 2015 from the rector for the period of 2007–2015 to the rector for the 2015–2019 period and in 2019 from the rector for the period of 2015–2019 to the rector for the period of 2019–2023. Differences and competition in the succession of leaders tend to affect the decline in academic performance.



**Fig. 4.** The webometric ranking

## 5 Conclusion and Recommendation

From the research results, it can be concluded that:

- During the three leadership periods of 1998–2007, 2007–2015 and 2015–2019, the basic assumptions of the Rector of Unila were based on the academic values contained in the three Tridarma beliefs, which are education, research, and community service. The basic assumptions of this leader determine the orientation of the cultural values adopted by the Unila organization.
- The organizational culture built by Unila for three periods (1998–2007, 2007–2015 and 2015–2019), which is based on the elements of Tridarma, has two forms of cultural orientation. Those are prioritizing research activities to become a research university and prioritizing teaching to become an educational university. The leader of the 1998–2007 period strongly developed the university of research, then the leader of 2007–2015 period prioritized the university of teaching, while the leader of the 2015–2019 era tried to rebuild the university of research. In this case, the implementation and development of a learning university tends to be easier to implement and institutionalize than building a research university.
- Tridarma's performance is measured from national university rankings, especially the rankings published by the Ministry of Education 2015–2020 and Webometrics 2014–2020 which showed positive performance, where Unila was in the high rank among universities in Indonesia, both in the period of development as teaching university and research university. However, there was a decline in the rankings during the time when the Chancellor succession process took place as Unila leader, in 2015 and 2019.
- The organizational culture that is built in every period is a legacy contributed by leaders for university development. Organizational culture is built together with leaders and team leaders in a single unit, especially to integrate statutory provisions that must be implemented (top down) with thoughts that thrive in the organization (bottom up).

In the development of the organization as a whole, the entire period of leadership is a legacy of both strengths and weaknesses inherent in the organizational culture of the university of teaching and university of research providing important lessons to achieve the vision of becoming the best university.

Based on the conclusions above, the following recommendations can be made:

- Explanatory research is needed that explains the influence of university of research and university of teaching culture on tridarma performance and university rankings.
- There is a need for descriptive research on organizational cultural heritage that describes the overall coverage of visible culture (artefacts).
- An in-depth case study of the next leader is needed to add intellectual property to the achievement of the ten best universities in Indonesia.

Qualitative research is needed on the difficulties of institutionalizing a university of research to build an international research center.

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