



# Strategic Management Model at the Universitas Sumatera Utara, Indonesia Towards a World Class University (WCU)

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**Abstract.** The Indonesian government has a strong desire to improve the quality of Indonesian higher education so that it is better known to the world by entering the ranks of world-class universities. The WCU program aims to encourage universities in Indonesia to improve their academic reputation at the international level. One of the universities included in the Legal Entity State Universities is the Universitas Sumatera Utara. The data analysis used is the process of systematically searching and compiling data obtained from interviews, field notes, and documentation using multiple linear regression. The research results explain that control, strategy implementation, and strategy formulation influence variables on organizational performance towards a World Class University.

**Keywords:** Control, Strategy Implementation, Strategy Formulation, World Class University, Universitas Sumatera Utara.

## 1 Introduction

In the current era of globalization, universities are increasingly required to create members of a global society [1]. In line with this, agreements followed by changes in international institutions are increasingly strengthening. In response to this, universities in Europe, America, Australia, parts of Asia, and Japan have international units as units that bridge them with the international environment [2]. The QS World University Ranking places universities in Indonesia in the top 700, far below the rankings of neighboring countries such as Singapore, Malaysia or Australia. The top 100 ranking is mostly occupied by universities from developed countries from the United States and Europe. Other rankings such as Webometrics place universities in Indonesia in the top 1500 on average.

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The Indonesian government has a strong desire to improve the quality of Indonesian higher education so that it is better known to the world by entering the ranks of world-class universities [3]. In the relevant ministry's strategic plan, there is a priority program known as the World Class University (WCU) program. The WCU program aims to encourage universities in Indonesia to improve their academic reputation at the international level. The measurable parameter used as a benchmark is the Quality and Success (QS) World University Ranking (WUR). The target to be achieved by this Priority Program is to include 11 Indonesian universities in the 500 QS WUR rankings and more Indonesian universities will be included in the top 200 QS AUR (Asia University Ranking) (USU, 2020). The Universitas Sumatera Utara is one of the largest universities in Indonesia and is included in 16 Legal Entity State Universities (PTN BH). One of the universities included in the Legal Entity State Universities is the Universitas Sumatera Utara (USU). In the period 2020 to 2024, USU has and is entering the second phase of development known as the 2020-2024 USU Strategic Plan.

At this stage, the expected achievement is for USU to become a university with international standards characterized by local excellence. In each pillar of the Tridharma of higher education, there is an education pillar whose achievements are marked by the implementation of world-class learning which is rooted in increasingly good local excellence, in the research pillar the implementation of research and writing as a result of international collaboration as well as the acquisition of Intellectual Property Rights (IPR) in various countries, as well as the service pillar is characterized by the internalization of a culture of empathy and community service. USU development planning stages for 25 years and description of USU's milestones in the 2020 – 2024 period. Since 2020, The Universitas Sumatera Utara has been included as a tertiary institution that is prepared to enter the ranks of world-class universities, namely being included in the 500 QS WUR or 200 QS AUR. As one of the assisted universities, USU will receive special funding to encourage the improvement of USU's reputation at the international level.

USU's 2015-2039 Long Term Plan (RJP) document outlines the work program in five stages of the Strategic Plan. At the end of the RJP stage, it is hoped that the Universitas Sumatera Utara can further establish itself as a university that has excellence and become a global barometer in the field of TALENT competitive excellence which covers seven fields, namely Tropical Science and Medicine, Agroindustry, Local Wisdom, Energy (sustainable), Natural Resources (biodiversity, forest, marine, mine, tourism), Technology (appropriate) and Arts (ethnic). The 2020-2024 Strategic Plan contains vision, mission, goals, and objectives as well as outlining a five-year work program in the second year which will serve as a guide for university leaders and administrators in implementing all plans that have been prepared based on input from stakeholders at the Universitas Sumatera Utara to become a leading national university with the highest accreditation and pioneering international recognition. Regarding the achievement of the vision, mission, goals, and objectives, it is important to formulate, implement, and evaluate policy directions and strategies which are summarized in the concept of strategic management. Strategy is structured basically to form a 'response' to relevant external changes in an organization. These external changes will of course be answered by paying attention to the internal capabilities of

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In this context, USU Chancellor, Dr. Muryanto Amin, M. Si, stated that: "USU has been noticed by university ranking institutions as one of the world's campuses. Currently, we are in position 1201+ for the first time in the ranking by QS Ranking. "This is certainly good, but we must not stop here," Muryanto Amin set a high target by making USU into the ranks of the 1000 best campuses according to the QS Ranking in 2023. Furthermore, he targets that in his fifth year as Chancellor, USU will be in the circle of 500 campuses. best in the world (USU, 2021). Remembering the QS-WUR (Academic Reputation, Employer Reputation, Faculty Student, Citation per Faculty, International Faculty, International Students) and QS-AUR (Academic Reputation, Employer Reputation, Faculty Student, International Faculty, International Students,

There needs to be research on strategic management models because, in the public sector, it is still limited. In general, research on strategic management models is mostly carried out in the business or corporate sector, such as in reference [4], researched the Strategic management in public services organizations: Concepts, schools and contemporary issues, and reference [5] researched the title The Influence of Corporate Resources and Corporate Strategy to Improve Corporate Performance at Indonesian State Owned Enterprises. In the public sector, especially in higher education, research on strategic management models is carried out separately from each stage of strategic management, namely scanning the environment, strategy formulation, strategy implementation, and strategy evaluation.

In this research, we will analyze USU's management strategy as a PTN BH towards becoming a World Class University. This includes analyzing the influence of environmental scanning (both external and internal), strategy formulation (strategic planning), and strategy implementation, as well as evaluation and control of USU's strategic performance achievements as PTN BH towards becoming a World Class University. Successful performance achievements are defined as the success of carrying out processes to implement certain policies, programs, and actions that have been decided by management throughout the organization [6]. The measurement uses indicators of the extent to which respondents assess the contribution of all parties in making strategic management a success and its impact on achieving organizational performance [7]. This performance achievement will be linked to the indicators in the QS World Class University criteria. The novelty of this research approach is to develop an alternative model of strategic management that is more integrative by collaborating four key elements of the strategic management model, in the form of combining the topics of the strategic management stage framework, environmental scanning factors (both external and internal), strategy formulation (strategic planning), strategy implementation, as well as evaluation and control of strategic intelligence as a

consequence of filling gaps in previous research that can influence organizational performance (WCU) in one study. After placing the basic elements in the strategic management stages, there is a gap-filling consequence relationship in the research gap that is relevant to strategic management, namely strategic intelligence [8] which is an intermediate variable that influences organizational performance. Strategic intelligence is a process or tool for gathering information to obtain knowledge for decision-making [9]. Elements of strategic intelligence in higher education are divided into University Intelligence, Competitive Intelligence, and Knowledge Management [10].

## **2 Literature Review**

### **2.1 Resource Based view Theory**

The grand theory used for this research is Resource Based View Theory. Resource Based View (RBV) theory was first pioneered by Wernerfelt (1984). The RBV theory views that organizational resources and capabilities are important for the organization, because they are the main or basis of competitive capabilities and organizational performance. The assumptions of the RBV theory are regarding how an organization can compete with other organizations, by managing the resources owned by the company concerned in accordance with the company's ability to achieve organizational competitive advantage. The application of resource-based views has been previously discussed. One application is in strategic planning. Planning systems can have value to organizations, because with strategic planning the organization can analyze opportunities and threats from the external environment. Strategic planning is also unique to each organization, but this does not guarantee the achievement of competitive advantage because strategic planning is usually documented and published. So that many organizations can study strategic planning, meaning that strategic planning can be imitated by other organizations, especially competitors. However, strategic planning can be a source of sustainable competitive advantage if it meets the criteria of being valuable, rare, difficult to imitate and there are no substitutes. However, this does not guarantee the achievement of competitive advantage because strategic planning is usually documented and published. So that many organizations can study strategic planning, meaning that strategic planning can be imitated by other organizations, especially competitors. However, strategic planning can be a source of sustainable competitive advantage if it meets the criteria of being valuable, rare, difficult to imitate and there are no substitutes. However, this does not guarantee the achievement of competitive advantage because strategic planning is usually documented and published. So that many organizations can study strategic planning, meaning that strategic planning can be imitated by other organizations, especially competitors. However, strategic planning can be a source of sustainable competitive advantage if it meets the criteria of being valuable, rare, difficult to imitate and there are no substitutes.

## **2.2 Dynamic Capability Theory**

The middle range theory used is dynamic capability theory. It is very necessary for companies to improve dynamic capabilities in order to be able to adjust and adapt to the dynamic changes that occur. Change is a maneuver that occurs to cause a difference from the previous condition. Of course, many changes have occurred over time, this is also due to the role of increasingly sophisticated or modern technology. This change will certainly have a different effect on the company or organization.

## **2.3 Modernization Paradigm**

Development theory in the social sciences can be divided into two major paradigms, modernization and dependency. The modernization paradigm includes macro theories about economic growth and social change and micro theories about individual values that support the change process. The dependency paradigm includes theories of underdevelopment, dependent development and world systems theory according to Larrain's (1994) classification. Meanwhile, Tikson (2005) divides it into three classifications of development theory, namely modernization, underdevelopment and dependency.

## **2.4 Strategy Management**

Strategic management can be defined as the art and knowledge of formulating, implementing and evaluating cross-functional decisions that enable an organization to achieve its goals. Strategic management focuses on efforts to integrate management, marketing, finance or accounting, production or operations, research and development, and computer information systems to achieve organizational success.

## **2.5 Strategic Intelligence**

Strategic intelligence is the aggregation of other types of intelligence to provide value-added information and knowledge for making strategic organizational decisions. Strategic Intelligence is often used in the military or defense world to obtain information or knowledge that can help make high-level managerial decisions. This is often distinguished from operational or tactical intelligence, which is a type of Infra Intelligence. In a business setting, Strategic Intelligence has the same meaning as military intelligence, but the emphasis is on how to best position an organization to face the future and face challenges and opportunities to maximize corporate success. The dimensions of Strategic intelligence consist of university intelligence, competitive intelligence and knowledge management.

## **3 Method**

### **3.1 Research Approach**

The approach used in this research is Mixed Method Research (MMR). Mixed Method Research is a research method that is applied when researchers have questions that need to be tested in terms of outcomes and processes and involve a combination of quantitative and qualitative methods in one research. Because it focuses on outcomes and processes, Mixed Method Research designs are commonly used in program evaluation research. Mixed Method Research is a research method that is applied when researchers have questions that need to be tested in terms of outcomes and processes and involve a combination of quantitative and qualitative methods in one research.

The research type of Mixed Method Research used is Explanatory. In explanatory design, quantitative data is collected first, and depending on the results, qualitative data is collected afterwards. This design consists of 2 phases, collection and analysis of quantitative data following the collection and analysis of qualitative data. Explanatory design is used when the purpose of the research conducted is to describe, elaborate, or explain quantitative findings. Usually, qualitative data is used to analyze outcomes or other extreme cases.

### **3.2 Population and Sample**

The population in this research are all leaders at all levels of management at the Universitas Sumatera Utara who are directly involved in the strategic management process, consisting of the Chancellor and Vice Chancellor, Chair/Head of Institutions/Units, Deans and Heads of Study Programs.

Based on the table above, the total population is 256 people, considering that the aim of this research is to analyze the strategic management process and the population is relatively small, the entire population is used as the research sample (total sampling).

A sample is defined as a part of the overall population that is selected, so that it can present or represent the population as a whole. The basic idea of sampling is that by selecting a subset of population elements, conclusions about the entire population can be obtained. In this research, the determination of the sample size for SEM is given as follows [20]:

1. If parameter estimation uses the maximum likelihood method, the recommended sample size is between 100-200 with a minimum sample size of 50.
2. As many as 5 to 10 times the number of parameters in the model
3. Equal to 5 to 10 times the number of indicators of all latent variables.

This research refers to the first rule using the maximum likelihood method. The sample size used in this research was 200 leaders at all levels of management at the Universitas Sumatera Utara. The sampling technique used is proportional random sampling. Proportional sampling or balanced sampling, that is; in determining the sample, the researcher takes representatives from each group in the population whose number is adjusted to the number of subject members in each group. Meanwhile,

random sampling or random sampling. This technique is also called objective, so that all elements of the population have the opportunity to become research samples.

This technique can be done by registering the entire research population, then taking certain odd, even or multiple numbers. Based on this understanding, it can be concluded that proportional random sampling is a sampling technique in heterogeneous populations by taking samples from each sub-population whose number is adjusted to the number of members of each sub-population randomly or haphazardly. The proportional random sampling technique was used with the aim of obtaining a representative sample by looking at the entire population leaders at all levels of management at the Universitas Sumatera Utara.

**Table 1.** Sample Percentage of Respondent Selection

No	Management Leader	Determining Proportional Samples	Number of Samples Per Leader
1	Rectorate	$5/256 \times 200 = 3.9$	4
2	University Secretary	$1/256 \times 200 = 0.78$	1
3	Research institutions	$1/256 \times 200 = 0.78$	1
4	Community Service Institution	$1/256 \times 200 = 0.78$	1
5	Dean and Director of Postgraduate Studies	$16/256 \times 200 = 12.5$	12
6	Deputy Dean and Deputy Director of Postgraduate Studies	$47/256 \times 200 = 36.71$	36
7	Head of the study program	$163/256 \times 200 = 127.34$	127
8	Basic Science Laboratory (LIDA)	$1/256 \times 200 = 0.78$	1
9	Language Center	$1/256 \times 200 = 0.78$	1
10	Quality Management Unit (UMM)	$1/256 \times 200 = 0.78$	1
11	Education Development Unit (UPP)	$1/256 \times 200 = 0.78$	1
12	Library	$1/256 \times 200 = 0.78$	1
13	Information Systems Center	$1/256 \times 200 = 0.78$	1
14	Student Government	$16/256 \times 200 = 12.5$	12
Amount			200

**3.3 Research Informant**

In this research, researchers determined informants using purposive sampling. Informants were selected with the consideration that they were key persons and sources of data on the phenomenon being studied. The considerations used in selecting informants were based on stakeholder criteria formulated by reference [11], namely:

1. Identified as a key stakeholder;
2. Stakeholders act as a supporter or opponent of policies;
3. The positional power of stakeholders is considered by decision makers; And
4. There is possible support from decision makers in implementing recommendations.

The informants of this research are:

**Table 2.** Operational Definitions of Research Variable

No	Variable	Operational Definition	Dimensions	Indicator
1	Strategy Formulation (X1)	Development of long-term plans for effective management of environmental opportunities and threats, considering strengths and weaknesses	<p>Vision and mission</p> <p>Opportunities and threats</p> <p>Strengths and weaknesses</p> <p>Long term goals</p> <p>Alternative strategy</p> <p>Specific strategy</p>	<p>1. Have an ideal mission preparation process.</p> <p>2. Reflects the steps in achieving the vision</p> <p>1. Macro environment scan.</p> <p>2. Government environmental scanning</p> <p>3. Competitive environment scanning</p> <p>4. Population environmental scanning</p> <p>1. Internal environmental scanning includes organizational structure, institutional systems, operational costs, and human resources.</p> <p>2. Conduct Organizational Weakness Analysis</p> <p>1. Goals are determined based on the vision and mission.</p> <p>2. Formulation of goals based on strengths, weaknesses, opportunities and goals</p> <p>1. Revisiting strategy</p> <p>2. Strategy Formulation According to changes</p> <p>3. Preparation of Alternative Operational Strategies</p> <p>1. Compile series of work priorities</p>



				2. Compile policy guidelines in implementing strategies
2	Implementation Strategy (X2)	The process by which strategies and policies are implemented through the development of programs, budgets and procedures.	<p>Program Development</p> <p>Budget</p> <p>Procedure</p>	<p>1. Have a program plan</p> <p>2. Carry out the planned activity program</p> <p>3. Conduct program evaluation</p> <p>1. Compile budget plan</p> <p>2. Have a budget system</p> <p>1. Formulate SOPs for each activity</p> <p>2. Have a complete SPMI Form</p>
3	Evaluation and Control (X3)	The process by which strategies and policies are implemented through the development of programs, budgets and procedures.	<p>Internal and External</p> <p>Measuring performance</p> <p>Corrective action</p>	<p>1. Review of internal factors</p> <p>2. Review of external factors</p> <p>1. Formulate performance assessment indicators</p> <p>2. Conduct scheduled performance assessments</p> <p>1. Conduct management review meetings on performance assessment results</p> <p>2. Make performance improvements.</p>
4	Organizational Performance Towards WCU (Y)	Assess performance for units of analysis such as boundaries, mission and clear goals of higher education	<p>Upstream system</p> <p>Inputs</p> <p>Main work processes</p> <p>Leadership System</p> <p>Policy guidelines</p>	<p>1. Resource</p> <p>2. Financial</p> <p>1. Facilities and Infrastructure</p> <p>2. Information</p> <p>1. Teaching</p> <p>2. Research</p> <p>3. Service</p> <p>4. Devotion</p> <p>1. Mission</p> <p>2. Vision</p> <p>1. User Satisfaction</p> <p>2. Stakeholder Satisfaction</p>

5	Strategic Intelligence (Z)	Process or tool for gathering information to obtain knowledge for decision making	University Intelligence  Competitive Intelligence Knowledge Management	1. Organizational Capabilities 2. HR Competency  1. Learning Organization 2. Competitive advantage 3. The process of knowledge creation and innovation 4. Knowledge creation activities
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### 3.4 Quantitative Data Analysis

The data analysis method used is Structural Equation Modeling (SEM) because it can test causality, validity, and reliability relationships at once, test several independent and dependent variables at once, and measure factor variables that cannot be measured directly through indicators. The variables in the research influence the observed variables and are influenced by other variables without being directly related to the observed variables, so they use second-order confirmatory factor analysis. Research data was processed using the SEM - Partial Least Square (PLS) technique, the Smart PLS 4.0 application, taking into account that the indicators used in the research were a combination of formative indicators (quality of strategy implementation) and reflective (success of strategy implementation, organizational performance).

Data were analyzed using the multiple linear regression analysis method, which is a descriptive and inferential statistical method used to analyze data from more than two research variables. Classical Assumptions A good regression model must meet the classical assumptions. The aim of fulfilling classical assumptions is so that when working on the regression model there are no problems related to statistics [12]. The regression model obtained can meet statistical standards so that the resulting parameters are reasonable and logical. If the data is not normally distributed, it is necessary to carry out data transformation first [13]. Hypothesis Testing The next step to find out whether or not the proposed hypothesis is accepted is to carry out a simultaneous test (F test) and significance test (T test) and the Determinance Coefficient [14].

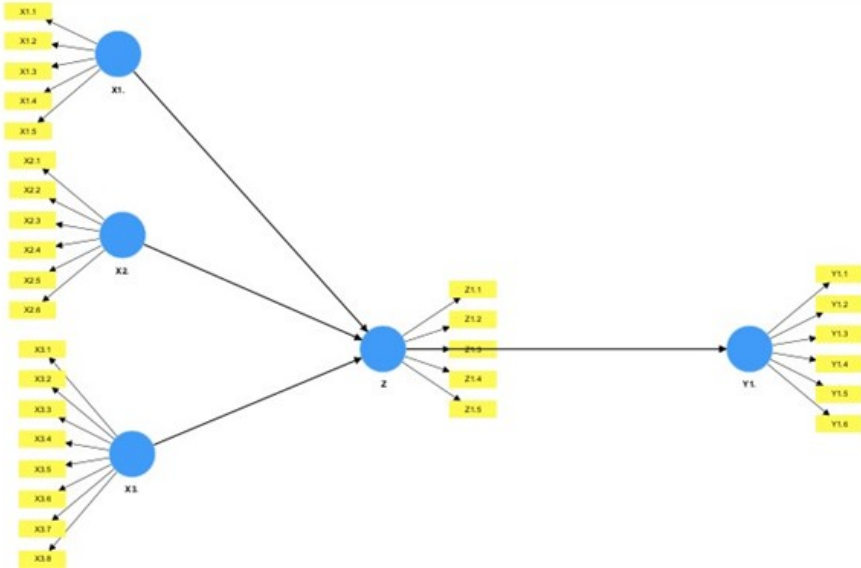


Fig. 1. Analysis variables

## 4 Findings and Discussions

### 4.1 Coefficient of Determination (R2)

Table 3. Coefficient of Determination

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.369a	.136	.125	.48260

Predictors: (Constant), Evaluation and Control, Strategy Implementation, Strategy Formulation

Based on the results of processing in SPSS, the coefficient of determination value is obtained in the Adjusted R Square column 0.125 which means that 12.5% is the largest variable percentage valuation and control (X1), implementation (X2), and strategy formulation (X3) explain the relationship with organizational performance variables towards WCU (Y), the remaining 87.5% is explained by other variables outside the variables of this research.

## 4.2 Simultaneous test (F test)

**Table 4.** Simultaneous test

		ANOVA <sup>a</sup>				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8,391	3	2,797	12,009	,000b
	Residual	53,334	229	,233		
	Total	61,725	232			

a. Dependent Variable: Organizational Performance Towards WCU

b. Predictors: (Constant), Evaluation and Control, Strategy Implementation, Strategy Formulation

From the results obtained with the help of SPSS software using the backward method, the significance value for the influence of independent variables simultaneously on Y is  $0.000 < 0.05$  so it can be concluded that evaluation and control (X1), strategy implementation (X2), and Strategy Formulation (X3), influence variables on organizational performance towards WCU (Y). This analysis is continued with the T test to find out which independent variable has a real influence on the dependent variable.

## 4.3 Partial Test (T Test)

**Table 5.** Partial Test Results

		Coefficients <sup>a</sup>				
Model		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
		B	Std. Error			
1	(Constant)	,708	,412		1,720	,087
	Strategy Formulation	,117	,065	,113	1,816	,071
	Strategy Implementation	,149	,076	,120	1,944	,053
	Evaluation and Control	,334	,069	,302	4,855	,000

a. Dependent Variable: Organizational Performance Towards WCU

The test results using the backward method show that the variables have an influence significantly is evaluation and control (X3). The best regression model equation is as follows:  $Y = 0.708 + 0.334 (X3)$ . The significance value of the evaluation and control variables (X3), in this case means that the influence of these variables is very significant ( $H_0$  is rejected). From the results of multiple linear regression, it can be concluded that:

a. The influence of variables influencing strategy formulation (X1) on organizational performance capacity towards WCU (Y)

From the table, it can be seen that the influence of strategy formulation (X1) does not have a significant influence on the organization's performance capacity towards WCU (Y), with a significance value of  $0.071 > 0.050$  ( $H_0$  is accepted). The regression

coefficient value for strategy formulation is 0.117. This can happen because strategy formulation does not always have a big impact on the organization's progress towards World Class University (WCU) status because sometimes the strategy is not implemented effectively, does not match the reality on the ground, lacks adequate financial and human resource support, and lacks full support from all stakeholders [15]. The success of the strategy in achieving WCU status depends on good implementation, adaptation to change, smart resource management, and strong support from all related parties [16].

- b. The influence of the variable influence of strategy implementation (X2) on the organization's performance (Y)

From the table, it can be seen that the influence of strategy implementation (X2) does not have a significant influence on the organization's performance capacity towards WCU (Y), with a significance value of  $0.053 > 0.050$  ( $H_0$  is accepted). The regression coefficient value of strategy implementation is 0.149. The insignificant influence of strategy implementation on organizational performance capacity towards World Class University (WC) status can be caused by a number of complex factors. Inappropriate implementation occurs due to a lack of deep internal understanding of the strategy, causing errors in managing time, resources and priorities [17]. Organizational resistance to change can hinder the implementation of innovative strategies, especially if there is an organizational culture that does not support adaptation. In addition, a lack of active involvement from leadership and staff in the implementation process can lead to failure. Rapid and unexpected changes in the external environment such as changes in government regulations or changes in market demands can also make implemented strategies irrelevant or less effective, hampering the organization's ability to achieve the desired WCU status [18]. Therefore, successful strategy implementation requires deep understanding, full commitment from all levels of the organization, as well as the ability to adapt to constantly changing internal and external dynamics.

- c. The influence of evaluation and control variables (X3) on organizational performance capacity towards WCU (Y)

From the table, it can be seen that the influence of evaluation and control (X3) has a significant influence on the organization's performance capacity towards WCU (Y), with a significance value of  $0.000 < 0.050$  ( $H_0$  is rejected). The evaluation and control regression coefficient values are 0.034. This shows that if changes in evaluation and control increase by one unit, the organization's performance capacity towards WCU (Y) will increase by 0,0,34 units assuming other variables remain constant. Evaluation and control have a significant influence on an organization's performance capacity towards World Class University (WCU) status because this process provides a clear view of the extent to which the organization achieves its stated goals and strategies. With thorough evaluation, organizations can identify successes as well as weaknesses in strategy implementation, enabling necessary improvements [19]. Effective controls help organizations maintain consistency in strategy execution, ensure efficient use of resources, and measure the impact of policies and actions. Regular evaluation and tight controls also enable organizations to identify environmental changes and respond to them quickly, maintain the relevance and competitiveness of the organization at the global level. Thus, good evaluation and control create a solid foundation for the

continuous learning, innovation, and adaptation necessary for an organization to achieve and maintain WCU status.

## 5 Conclusion & Recommendations

The research results explain that control, strategy implementation and strategy formulation influence variables on performance organization towards a World Class University. Strategy formulation does not always have a major impact on an organization's progress towards World Class University (WCU) status because sometimes strategies are not implemented effectively, do not match field realities, lack financial support and human resources. The insignificant influence of strategy implementation on organizational performance capacity towards World Class University (WC) status can be caused by a number of complex factors. Improper implementation occurs due to a lack of deep internal understanding of the strategy, leading to errors in time management, resources, and priorities.

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