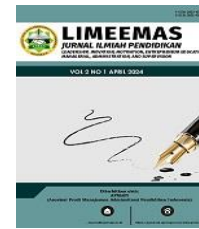


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University Management: Adapting to Globalization Trends

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Abstrak: Perguruan tinggi perlu dikelola dengan baik agar dapat menjalankan proses pendidikan yang optimal, menghasilkan lulusan berkualitas, memberikan kepuasan kepada calon mahasiswa, masyarakat, serta memenuhi kebutuhan dunia kerja. Untuk bekerja secara efektif dan memenuhi harapan masyarakat serta dunia kerja, pimpinan perguruan tinggi harus menerapkan kompetensi manajerial. Lima kompetensi manajerial yang penting bagi pimpinan dalam menciptakan perguruan tinggi yang kondusif dan berkualitas adalah: Kompetensi Konseptual, Kompetensi Komunikasi Interpersonal, Kompetensi Teknis, Kompetensi Manajemen Waktu, dan Kompetensi Membuat Keputusan. Kompetensi-kompetensi ini hendaknya dijadikan referensi dan acuan di perguruan tinggi.

Kata kunci: *Kompetensi Konseptual, Kompetensi Komunikasi Interpersonal, Kompetensi Teknis.*

Abstract: Higher education needs to be managed properly in order to run an optimal educational process, produce quality graduates, provide satisfaction to prospective students, the community, and meet the needs of the world of work. To work effectively and meet the expectations of society and the world of work, university leaders must apply managerial competencies. Five managerial competencies that are important for leaders in creating a conducive and quality higher education are: Conceptual Competence, Interpersonal Communication Competence, Technical Competence, Time Management Competence, and Decision Making Competence. These competencies should be used as references and references in higher education.

Keywords: Conceptual Competency, Interpersonal Communication Competency, technical competence

INTRODUCTION

With many State Universities (PTN) and added many SWSTA Universities (PTS) both at the Kabupaten and Provincial levels, especially in the National Capital, of course, like it or not, there is competition between PTN and PTS, so that the leadership tries to get candidates / accept students in accordance with their capacity, and if possible able to accommodate as many prospective students as possible in each faculty, then one of the efforts is made a promotion through borosur, banners, and through communication technology that can be accessed by people who need the services of the college, with various information, services, facilities and facilities that make the community, prospective students interested in entering / registering at the college. To achieve PTN and PTS that are able to compete, Managerial Leadership is needed that has competencies, namely: 1). Conceptual Competence, 2). Interpersonal Communication Competence, 3). Technical Competence, 4). Time Management Competence, 5), Decision making competence.

In the human resources environment, "competence" is one of the most frequently mentioned words. Competence is a combination of knowledge, skills, values, and attitudes that are reflected in the habits of thinking and acting. Agustin & Purwanto (2023) explaining the standardization of the principal's competence with the author Kompri, suggesting that competence is as knowledge, skills, and abilities mastered by someone who has become part of himself, so that he can perform cognitive, affective, and psychometric behaviors as well as possible. Competence essentially has components of knowledge, skills, and personal attitude (Dacholfany et al., 2024) Thus, in general, competence can be interpreted as the level of knowledge, skills, and behavior that a person has in carrying out the tasks he is charged in the organization (Marisyah et al., 2023). Ordinary competencies become a vehicle for communication about value in organizations that encourage to come to the conclusion that this approach is beneficial for HR management in particular.

Based on the description above on the background of the problem of many PTN and PTS that offer / inform those who want to continue their children's education, PTN and PTS are able to accept it, and explained with attractive promotions it is hoped that the community is interested and satisfied with the existing services and facilities and conveniences, then the community will make an assessment / benchmark itself and determine that PTN and PTS are good. namely being sure and believing that PTN and PTS universities do not make the community disappointed. to realize the hopes and trust of the community, a leader is required, apply it. According to Sule & Priansa (2018) 5 Conceptual Competence, Interpersonal Communication Competence, Technical Competence, Time Management Competence, Decision Making Competence. so I make the subject

matter 1). How managerial competence is Conceptual Competence, Interpersonal communication competence, competence.

The purpose of this journal is to find out how the benefits of the Application of 5 managerial competencies are applied in PTN and PTS, and how its success in facing competition between PTN and PTS in accepting prospective students every year, whether there is an increase and decrease. To find out how PTN and PTS in implementing managerial competence in attracting public interest and trust in PTN and PTS universities so that they can accommodate more and more students from year to year. (adnya addition of quantity).

METHODOLOGY

This research method is carried out with qualitative methods, the process of conducting research by observing and interviewing and documenting how the managerial process carried out by the leadership in running PTN and PTS universities with the state of development of PTN and PTS for the last 5 years, from the documentation will be seen the development of prospective students who get and accommodate PTN and PTS, so that an image is obtained that PTN and PTS are progressing, regressing and surviving (moving in place).

RESULT AND DISCUSSION

1. Conceptual Competence

This means that the leader works with ideas, ideas, and strategic thinking in making plans and which will be implemented, by understanding the differences in background, the leader must understand the differences in resources at PTN and PTS, unity that moves as a whole (cooperation) towards the goals that have been set. and besides that, no less important is pimpian as a figurehead (figure), leader (leader), and liaison (liaison) (Rakhmawati et al., 2020; Septiana & Ivada, 2013; Setiyati, 2014) In other words, conceptual competence is decisive in the course of higher education. Conceptual Competence (planning). According to Silalahi (2013) Its portion in supporting the success of 35%.

2. Interpersonal Communication Competence

Interpersonal Communication Competence is competence that provides information to subordinates about the work that must be done, and when preparing work and accounting for work, for a manager as a monitor (monitor), Dessinator (divider), and spokesperson (spokesperson) (Somad & Priansa, 2014; Sulistiya, 2013), So no matter how good the program and planning are very determined Interpersonal communication of the leader, because the leader must communicate interactively and transact with subordinates so that all programs are

known and implemented by subordinates, the same, according to Silalahi (2013) Communication is its portion in determining success by 10%.

3. Technical Competence

It is a specific technical ability or competence, to use techniques, tools, and knowledge of those who specialize correctly and appropriately in the performance of their duties, and then control whether the task is correct, with the control carried out. According to Silalahi (2013) By carrying out the functions of control, monitor, check, evaluate and improve, the manager seeks to prevent deviations, utilization of resources and implementation of tasks to achieve goals, in this case. Amount of contribution, Resources, according to Syarifudin (2011) by 15%.

4. Time Management Competition

This competence refers to the ability of leaders to use their time wisely with their duties and positions, for that leaders are able to divide time in carrying out their management, according to Silalahi (2013) namely PORCLMC (P = Planning, O = organizing, R = Resourcing, C = Communicating, L = Leading, M-Motivating, C-Controlling), in simple language managers are able to divide time. To plan, organize work, manage resources, communicate, lead, provide motivation, contracting, all aspects of the institution so that it can be well protected (Nuswantoro et al., 2023; M. Purwanto, 2021), Islam is very serious about time, namely in the Quran explained in the Quran (2012: 913) namely Surah Al-Ashr verses 1-3 which means: 1). For the sake of time, 2). Indeed, man is at a loss, 3). Except those who believe and do virtue and exhort one another for truth and exhort one another for patience. And also wise men speak of time passing memories, The present of activity, and the future are mysterious.

5. Decision Making Competencies

Competence in making decisions, is the competence to define problems and determine the best way to solve the problems faced, in decision making, according to M. B. Purwanto (2021) upstream Management, All decision making in the higher education process is carried out in a participatory, not authoritative, manner from what is developed Marwansyah (2014, p. 89), A leader should include all elements in the institution to participate in deliberations so that togetherness is seen, because joint decisions will be carried out because of joint decisions, with cooperation to create a solid team (Naqvi & Khan, 2013; Rulianti & Nurlilah, 2021; Sulaksono, 2015).

CONCLUSION

Conceptual competence must be possessed by leaders who have broad insight, diamond and brilliant ideas, so that the thoughts are made in the program to be implemented in the work,

therefore, concepts and ideas need to be considered based on SWOT (*Strength, Weakness, opportunity, and threat*) or in Indonesian, anaLysis FREQUENCY (Strengths, Weaknesses, Opportunities, Threats). Judging from the contribution, it is very significant, which is 35%. So conceptual competence greatly determines the back and forth of PTN and PTS, at the conceptual level it is also influenced by: *figurehead, leader, and liaison* (figure, leader, and liaison). Interpersonal Communication competence is very decisive in the work process, with socialization to subordinates understanding and in carrying out the tasks assigned to them, therefore the leader must be able to interact, and communicate with subordinates so that the program made can be implemented according to the set schedule, so the success of a manager is determined by the ability to communicate or interact in conveying messages and work to subordinates, According to Ulber Silalalhi that the contribution of interpersonal communication competence is 10%.

Technical competence is competence in carrying out more specific tasks, for that control is needed in determining success standards, and at the same time to improve weaknesses, therefore control is highly demanded by a manager in an effort to take policy, according to ulber Silalahi contribution Motivation and control by 20%, therefore control is carried out continuously to work in accordance with the specified time. Time management competence is highly demanded, namely being able to use time as well as possible, so that the value of time is useful, time to make plans, organize work, manage resources, communicate, lead, motivate, and control, with the division of activity time (usually on work programs and implementation) so that with the work schedule the leader can see at any time what is done (in days, weeks, months and years). So the schedule of activities is time management.to be effective and efficient. In other words, what time management has / has not been done will be clearly visible. Competence in making decisions is highly required from a leader, decision making should be carried out with deliberation and consensus, so that the decision can be accepted together, because decisions are taken jointly and done together.therefore applying the deliberation system in drawing conclusions with deliberation so that all aspirations / will can be conveyed will create a sense of kinship and togetherness.

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