

**MODEL *STRATEGIC FLEXIBILITY* DAN *LEARNING ORGANIZATION CAPABILITY* DALAM MENINGKATKAN KINERJA PERGURUAN TINGGI SWASTA DI JAWA BARAT**

**DISERTASI**

**Diajukan untuk memenuhi sebagian syarat untuk memperoleh gelar  
Doktor Manajemen Konsentrasi Manajemen Strategi**



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**MODEL *STRATEGIC FLEXIBILITY* DAN  
*LEARNING ORGANIZATION CAPABILITY*  
DALAM MENINGKATKAN KINERJA  
PERGURUAN TINGGI SWASTA  
DI JAWA BARAT**

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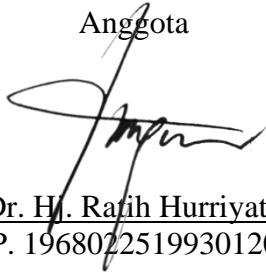
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Dengan ini saya menyatakan bahwa Disertasi yang berjudul **“MODEL STRATEGIC FLEXIBILITY DAN LEARNING ORGANIZATION CAPABILITY DALAM MENINGKATKAN KINERJA PERGURUAN TINGGI SWASTA DI JAWA BARAT”** ini dan seluruh isinya adalah benar-benar karya saya sendiri dan saya tidak melakukan penjiplakan atau pengutipan dengan cara-cara yang tidak sesuai dengan etika ilmu yang berlaku dalam masyarakat keilmuan. Atas pernyataan tersebut, saya siap menanggung resiko yang dijatuhkan kepada saya apabila dikemudian hari ditemukan adanya pelanggaran terhadap etika keilmuan dalam karya ini, atau ada klaim dari pihak lain terhadap karya saya.

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Penulis berharap, penelitian ini dan hasilnya dapat memberikan kontribusi bagi pengembangan ilmu manajemen, khususnya pada bidang manajemen stratejik serta bagi pemerintah sebagai input atau masukan dalam merancang program dan regulasi dan bagi pimpinan perguruan tinggi swasta untuk memajukan dan mengembangkan organisasinya sehingga memberikan manfaat bagi bangsa dan negara.

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## ABSTRAK

GALIH ABDUL FATAH MAULANI (1608460), “**MODEL STRATEGIC FLEXIBILITY DAN LEARNING ORGANIZATION CAPABILITY DALAM MENINGKATKAN KINERJA PERGURUAN TINGGI SWASTA DI JAWA BARAT**”

Promotor : Prof. Dr. H. Agus Rahayu, MP., Ko Promotor : Prof. Dr. H. Disman, MS., Anggota Promotor : Prof. Dr. Hj. Ratih Hurriyati, M.P

Saat ini, kinerja perguruan tinggi di Indonesia menjadi salah satu isu yang telah sorotan terkait dengan kinerjanya dalam pemerinkatan di tingkat nasional maupun internasional. Penurunan jumlah perguruan tinggi swasta di Indonesia dikarenakan karena perguruan tinggi tersebut sudah tidak dapat bersaing dengan perguruan tinggi lainnya. Beberapa penelitian mengenai kinerja perguruan tinggi swasta di dunia diantaranya menjelaskan sejauhmana peranan manajemen perguruan tinggi yang harus mementingkan program yang bersifat strategis dengan cakupan dampak keilmuan yang luas dan mendunia. Penelitian ini dirancang untuk mengembangkan Model *Strategic Flexibility* dan *Learning Organization Capability* dalam meningkatkan kinerja perguruan tinggi swasta di Indonesia. Tujuan penelitian ini untuk menggali data dan informasi serta memahami *strategic flexibility* dan *learning organization capability* dalam meningkatkan kinerja perguruan tinggi swasta di Indonesia. Desain penelitian ini menggunakan pendekatan kuantitatif dengan jenis penelitian eksplonatory survey. Objek penelitian melibatkan kinerja perguruan tinggi swasta, lingkungan eksternal, lingkungan internal, *learning organization capability*, *strategic flexibility capability* dan *organization agility strategy*. Survei dilakukan pada 81 perguruan tinggi swasta di Jawa Barat khususnya yang berbentuk Universitas atau Institut. Teknik pengambilan data dilakukan dengan *probability sampling*. Analisis yang digunakan untuk membuktikan hipotesis pada penelitian ini adalah *Structural Equation Modeling* (SEM) yang berbasis *component* atau *variance* yang biasa dikenal dengan istilah *Partial Least Square* (PLS). Hasil analisis secara deskriptif menunjukkan bahwa kinerja perguruan tinggi swasta di Jawa Barat dapat dikategorikan tinggi, yang artinya bahwa kinerja yang dilakukan oleh para pimpinan perguruan tinggi swasta di Indonesia dapat dijalankan dengan Melalui pembuktian empiris ditemukan bahwa *strategic flexibility capability* memiliki pengaruh terhadap kinerja perguruan tinggi swasta, hal ini mengindikasikan bahwa meningkatnya tingkat pengoptimalan *strategic flexibility capability* dan *learning organization capability* akan meningkatkan kinerja perguruan tinggi swasta. Sehingga rangkaian model ini akan berimplikasi pada peningkatan kinerja secara positif dan signifikan.

**Kata Kunci :** Kinerja Perguruan Tinggi Swasta, *Learning Organization capability*, *Strategic Flexibility capability*, *organization agility strategy*.

## ABSTRACT

**GALIH ABDUL FATAH MAULANI (1608460), *THE STRATEGIC FLEXIBILITY AND LEARNING ORGANIZATION CAPABILITY MODEL FOR IMPROVING THE PERFORMANCE OF PRIVATE HIGHER EDUCATION IN WEST JAVA.***

*Promoter: Prof. Dr. H. Agus Rahayu, MP., Co-Promoter: Prof. Dr. H. Disman, MS., Board of Promoters : Prof. Dr. Hj. Ratih Hurriyati, M.P*

*At present, the performance of private higher education in West Java is one of the issues that has been highlighted related to their performance in rankings at the national and international levels. The decline in the number of private tertiary institutions in Indonesia is due to the fact that these tertiary institutions are no longer able to compete with other tertiary institutions. Several studies on the performance of private tertiary institutions in the world include explaining the extent to which the role of higher education management must prioritize programs that are strategic in nature with a broad and global scope of scientific impact. This research is designed to develop a Strategic Flexibility capability and Learning Organization Capability Model to improve the performance of private universities in Indonesia. The purpose of this research is to explore data and information and understand strategic flexibility capability and learning organization capability in improving the performance of private universities in Indonesia. This research design uses a quantitative approach with descriptive and verification research types. The object of research involves the performance of private tertiary institutions, external environment, internal environment, learning organization, strategic flexibility and implementation of agility programs. The survey was conducted at 81 private higher education institutions in West Java, especially those in the form of universities or institutes. The data collection technique was carried out by proportional random sampling. The analysis used to prove the hypothesis in this study is Structural Equation Modeling (SEM) based on component or variance commonly known as Partial Least Square (PLS). The results of the descriptive analysis show that the performance of private tertiary institutions in Indonesia can be categorized as high, which means that the performance carried out by the leaders of private tertiary institutions in Indonesia can be carried out through empirical evidence. It is found that strategic flexibility has an influence on the performance of private tertiary institutions. indicates that increasing the level of implementation of strategic flexibility will improve the performance of private tertiary institutions. So that this series of models will have implications for improving performance positively and significantly.*

*Keywords: Private Higher Education Performance, Learning Organization capability, Strategic Flexibility capability, organization agility strategy*



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