The Impact of Leadership and Quality Assurance on Organizational Performance of Private Universities in Banten

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ABSTRACT

Leadership and quality assurance are two crucial components that play a role in the success of an organization, especially in higher education. Both have a close relationship and have a major influence on improving institutional performance. This study aims to explore the impact of leadership and quality assurance on organizational performance in private universities in Banten. The research method used is qualitative, with data collection conducted through observation and literature study. Once the data was collected, the analysis was conducted through several steps, including data filtering, data presentation, and conclusion drawing. The results showed that leadership and quality assurance are interrelated and mutually supportive. Strong leaders play a role in encouraging the implementation of an effective quality assurance system. On the other hand, a good quality assurance system also provides support to leaders in carrying out their job responsibilities. Both contribute significantly to improving the performance of private universities in Banten. Therefore, it is important to integrate leadership and quality assurance in all academic and non-academic activities. The implications of this study suggest that private universities in Banten should consider leadership development programs and robust quality assurance mechanisms as part of their strategic planning to drive sustainable performance improvements. Furthermore, policymakers in higher education could leverage these findings to formulate guidelines that reinforce the synergy between leadership and quality assurance across institutions, thereby enhancing overall educational standards and competitiveness.

Keywords: Leadership, Quality Assurance, Organizational Performance, Banten Higher Education.

INTRODUCTION

Changes that occur in the era of globalization and rapid advances in information technology, encourage private universities in Indonesia to face great challenges in improving the quality of education and organizational performance. Global challenges that cannot be avoided by all parties, both in the public and private sectors, demand to continue to prepare themselves to be able to survive in the face of these conditions. Both the government and the private sector are required to set service standards to improve organizational performance so as not to be left behind in the face of globalization and free market competition (Wismaya, 2016). In Banten in particular, private universities there also face challenges in maintaining the quality of education, so improving organizational performance is a top priority.

Management, education and globalization are three main elements that are interrelated and influence each other, both now and in the future. To anticipate the impacts, it is important

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to map the challenges and formulate appropriate implementation measures (Muchtarom et al., 2023). Education should be designed to encourage learners to develop their potential naturally and creatively in a free, collaborative and responsible environment. In addition, education is expected to produce graduates who understand their society, and recognize the factors that can support success or become obstacles in the world of education. There are various factors that can affect organizational performance, but one of them is that the performance of higher education organizations is highly dependent on internal factors such as strong leadership and the implementation of a good quality assurance system.

The relationship between leadership and performance is very strong. Leadership is expected to provide an inspiring vision, thereby increasing the commitment of human resources (HR), which ultimately has an impact on improving quality and productivity. The impact then leads to increased profits and competitiveness. In addition, leadership is also expected to provide training and guidance to human resources to develop their skills and competencies, so that quality and productivity will increase (Purwanto, 2015a).

Meanwhile, education quality assurance is an important aspect that cannot be ignored. Improving the quality of education will not be achieved without adequate quality assurance. The quality assurance institution acts as a driving force in ensuring quality, which has a positive impact on the effectiveness of improving the quality of higher education (Abdurrahmansyah & Rismawati, 2022). This means that a good quality assurance system serves to ensure that the education process is in accordance with predetermined standards, and is able to compete at the national and international levels. Universities that implement an effective quality assurance system tend to have better performance because they routinely evaluate and improve the quality of educational services provided (Sila, 2017). So, based on this approach, leadership and quality assurance can contribute to improving organizational performance in private universities.

Previous research by (Purwanto, 2015b) found that leadership in higher education has a significant influence on improving lecturer performance. The most influential variable is the leader's ability to set an example, make decisions quickly, delegate authority, and show a high level of optimism. On the other hand, (Halim, 2020) found that supportive and participative leadership styles had a positive and significant effect on employee performance at the Makassar City Education and Culture Office, while directive leadership styles did not show a significant effect.

Research by (Wismaya, 2016) highlights that the implementation of the internal quality assurance system and ISO quality management system at Warmadewa University contributes positively to improving organizational performance. This shows that a good quality assurance system can increase organizational effectiveness. In addition, (Abdurrahmansyah & Rismawati, 2022) added that quality assurance agencies have an important role in improving innovation, communication, motivation, and supervision through the implementation of quality management based on the Total Quality Management (TQM) approach. TQM integrates various elements such as inputs, processes, and outputs, and develops performance measures

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such as university rankings, student satisfaction, and graduate absorption rates in the workforce.

The novelty of this study lies in the combined analysis of leadership and quality assurance, which was previously only studied separately. The purpose in this study is to determine and analyze the effectiveness of private tertiary institutions in Banten by exploring the impact of the implementation of leadership and quality assurance on organizational performance. The benefits of this study are expected to help policy makers and stakeholders in formulating strategies to improve the quality and organizational effectiveness of private universities in the region. Thus, the main objective of this study is to explore the impact of leadership and quality assurance on organizational performance in private tertiary institutions in Banten.

RESEARCH METHOD

The research was conducted using qualitative as the research method. Qualitative research method is an approach that aims to understand reality by using an inductive thinking process. In this method, the researcher is directly involved in the situation and context of the phenomenon being studied. Researchers must focus on events or reality in the research environment under study (Adlini et al., 2022). In qualitative research, researchers observe reality objectively even though reality is subjective, because it is seen from the point of view of the subject under study. Data collection was carried out through direct observation at private universities in Banten and through a review of relevant literature. After that, the data was analyzed with stages including simplifying or sorting the data to get the most relevant information. The sorted data is then organized in a form that is easier to understand, such as tables, graphs, or descriptive narratives. Finally, based on the results of the data presentation, the researcher will draw conclusions that answer the research questions or objectives.

RESULT AND DISCUSSION

Improving organizational performance, especially in the field of higher education, is very important in the midst of increasingly fierce global competition. Organizational performance is a reflection of the final results of various activities carried out by the organization, both in terms of individuals, groups, and institutions. According to (Ismiyarto, 2017), the term "performance" is taken from the word "performance," which is often understood as the result of work or achievement. However, in practice, performance has a broader meaning, covering not only the end result, but also how the work process takes place. Performance can be understood as the result of activities that are closely related to the organization's strategic goals, community satisfaction, and contribution to the economy.

In higher education, organizational performance can be seen through several important indicators such as the quality of graduates, the unemployment rate of graduates, the number of publications and research produced, and the level of customer satisfaction (Yulisma et al., 2023). The quality of graduates is one of the main measures, because it reflects the ability of

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universities to produce competent human resources who are ready to face the job market. The unemployment rate of graduates is also a significant benchmark, because it shows the extent to which graduates can be absorbed by the world of work. In addition, the number of scientific and research publications produced by lecturers and students is an important indicator in assessing the academic performance of universities. The level of customer satisfaction, both students and other stakeholders, is a reference in assessing the quality of services provided by educational institutions.

The organizational performance of universities is crucial to improve because it contributes to several important aspects, including improving organizational performance can support the reputation of universities in the eyes of the public and the academic world. A good reputation is important to attract prospective students and partners. Second, maintaining the sustainability of higher education through good management and efficient and effective use of resources. Third, improving the quality of educational services will increase student and stakeholder satisfaction, thus creating good relationships and supporting the image of the college. Finally, good performance helps available resources be used in the most efficient and effective way to achieve the organization's strategic goals (Rizky, 2014).

Higher education in Indonesia always aims to ensure that the institution's performance always focuses on continuous improvement. This goal can only be achieved if all parties involved in the implementation of higher education play an active role in accordance with clearly defined duties and authorities. At the university level, setting quality standards is very important, because the quality of performance often determines the survival of a university (MASDUKI, n.d.). Two important elements in performance improvement are internal factors such as leadership and quality assurance systems. Good leadership will motivate and direct human resources such as staff and students, while quality assurance is the College's guarantee that all educational processes have met the set standards.

Leadership in education includes the ability to influence, encourage, invite, guide, motivate, direct, and sometimes force group members to do the right thing as expected. In addition, leadership also involves the ability and desire of the people being led to achieve common goals (Nugroho et al., 2024). This concept is supported by the theory that orders from superiors must be obeyed without resistance. If subordinates are unwilling to comply, then they will be coerced, and their opinions suppressed. As a result, creativity and innovation of subordinates will be limited. Subordinates tend to work a priori, just following instructions without much consideration or prioritizing other things, which has an impact on improving work effectiveness and efficiency. In addition, the right leadership style, such as transformational leadership, can shape an optimal organizational culture. This style helps increase employee motivation, commitment and productivity. When a positive organizational culture is created with aligned values and a supportive work environment, the impact on employee performance will also increase (Cahyati & Adelia, 2024).

Meanwhile, different from the concept of leadership, quality assurance is a series of systematic steps aimed at ensuring that a product or service meets predetermined standards

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(Puspitasari, 2017). In higher education, quality assurance aims to improve quality in learning, research, and community service. Improving the quality of education is an important thing that must be considered by every university. However, currently many universities focus more on accreditation or the External Quality Assurance System (SPME), which is result-oriented in the form of "accreditation", rather than paying attention to the Internal Quality Assurance System (SPMI), which focuses on achieving quality (Bakti & Lubis, 2024).

This shows that accreditation is often the top priority for study programs in higher education, and after obtaining accreditation, institutions tend to ignore the process of continuous internal evaluation. In fact, by continuously improving the quality of higher education, the quality of education will also increase, which is very much needed in this era. The quality of education being one of the main elements in human resource development, plays an important role in national development. In fact, the future of a country largely depends on the quality of education that exists today. Quality education can only be achieved if the institutions that organize it are also of high quality. Therefore, quality improvement and assurance at the school or institutional level is a strategic step in realizing quality education (Khotimah et al., 2023).

In private universities in Banten, leadership and quality assurance approaches have been implemented as strategies to improve organizational performance. The impact of strong leadership plays an important role in this, especially through the leader's ability to set a clear vision and mission. Visionary leaders are able to formulate the vision of the organization in a simple, concise, and clear manner, but still have a broad and deep meaning. Vision refers to the ideal or goal that the organization wants to achieve in the future (Fiandi & Ilmi, 2022). Visionary leadership involves the process of setting a shared vision that is adapted to changes in society. Leaders provide guidance to organizational members so that they can work in accordance with the vision that has been set collectively, so that the work produced will be in line with the expected goals.

Meanwhile, the mission serves as a concrete guide in realizing the vision. The mission is the steps that must be carried out within a certain period of time and is the basis for program preparation and provides flexibility in developing activities in educational units (Fiandi & Ilmi, 2022). The role of good visionary leadership facilitates all members of the organization to get a clear direction in carrying out their duties, which will further contribute to improving organizational performance.

Furthermore, effective leadership also has a positive impact in generating motivation and providing inspiration for human resources in the organization. An inspiring leader is able to encourage organizational members to give the best of their abilities. Leaders should be good role models in implementing organizational values, so as to spur active collaboration between members. When the work culture is established through the right leadership style, it will create a positive, productive, and supportive work environment. In this conducive work atmosphere, employees will feel more motivated, actively involved, and have a strong commitment to achieving the common goals set by the organization (Cahyati & Adelia, 2024). Thus, this

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inspirational leadership style is able to improve organizational performance through giving each individual a sense of being valued and motivated to work better.

Then leadership also has a role in the decision-making process in an organization. Effective leaders have the ability to make the right and quick decisions when facing various challenges (Saebah & Merthayasa, 2023). Leaders have the authority to make strategic decisions, both routine and urgent, to ensure the organization can run efficiently. In addition, the involvement of leaders in the implementation and follow-up of decisions is also very crucial. As explained by (Nugroho et al., 2024), leaders must play a role in the implementation of decisions that have been taken to ensure the desired results are achieved.

In addition to decision-making, strong leadership also plays a role in shaping a positive organizational culture. Leaders are not only responsible for directing members in carrying out their duties, but also in instilling norms, values, and behaviors that will become guidelines in the organization. The right leadership style can create a culture that is innovative, results-oriented, and supports collaboration between members. This can be done through effective communication, training, and employee development. According to (Cahyati & Adelia, 2024), a leadership style oriented towards open communication and training can help shape a productive and conducive work culture. Effective leaders tend to encourage employees to actively participate and feel motivated in achieving organizational goals. Through a positive organizational culture, the impact on employee innovation and creativity can be increased, so that the organization becomes more competitive in facing various challenges.

Furthermore, the positive impact is also reflected in the implementation of effective quality assurance in higher education towards organizational performance, especially in improving the quality of education. The Internal Quality Assurance System (SPMI) plays a role in conducting evaluations that aim to assess the performance and progress of the institution in achieving the established educational quality standards (Khotimah et al., 2023). This continuous evaluation will help universities identify processes that are less efficient and help universities to take corrective action. Therefore, it means that quality assurance encourages continuous improvement in the quality of education (Subroto, 2019), so that the graduates produced have competencies that match the needs of the labor market.

In addition, there are various strategic elements that need to be improved and enhanced in the development of higher education, such as the quality of academic programs, the quality of human resources, the quality of infrastructure, and a supportive academic atmosphere. To improve these strategic elements, universities need good or quality governance (Suti et al., 2020). Quality governance can only be achieved with targeted and relevant improvements as needed. Thus, after conducting a quality evaluation, universities can analyze the results obtained to identify strengths and weaknesses in each strategic element. For example, if the evaluation results show that the quality of academic programs is low, the college can take steps to update the curriculum, improve teaching methods, or engage more highly qualified lecturers.

Quality assurance in higher education has many significant benefits, one of which is to encourage accountability. Quality assurance helps increase the institution's accountability to

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various stakeholders, both internal such as lecturers, students, and staff, as well as external such as government, society, and industry. Accountability here refers to the level of responsibility carried out by higher education leaders in carrying out their duties and functions in a transparent and responsible manner (Suti et al., 2020). The impact of this good accountability is that higher education institutions are able to maintain the trust of their stakeholders.

In addition to accountability, quality assurance also has an impact on institutional reputation. Universities that implement quality assurance systems effectively tend to have a better reputation in the eyes of the community. In accordance with research conducted by Khotimah et al. (2023), the implementation of good Internal Quality Assurance System (SPMI) management at MAN 2 Cirebon has proven to be able to improve the quality of education, which in turn has increased the reputation of the institution. A good reputation not only strengthens the school's position in the eyes of the community but also increases the attractiveness for prospective students and parents, which can have a positive impact on increasing the number of applicants as well as the quality of students admitted. MAN 2 Cirebon demonstrates its commitment to reputation enhancement through its focus on improving the quality of education, both in terms of curriculum, teaching methods, and the quality of teachers, which ultimately contributes to the reputation of the madrasah.

Another benefit of quality assurance is the increased competitiveness of universities in global competition. Universities that actively make improvements through quality assurance, both internal and external, tend to be more competitive and able to survive in the midst of increasingly fierce global competition. Competitiveness here refers to the efficiency and effectiveness of universities in determining the right goals and achieving the desired results. These goals include the end goal and the achievement process needed to face the existing competition (Prasetyo, 2014). As a result of this increase in competitiveness, universities are able to produce graduates who are not only ready to enter the world of work but also able to compete internationally, while maintaining their existence and relevance in the era of globalization.

From the explanation above, it can be concluded that efforts to improve quality in private universities will create certain strengths or advantages in terms of quality, so that the institution can compete better than other private universities. Therefore, quality assurance is very important and one way to realize it is through effective leadership in higher education.

This finding shows that there is a close relationship between leadership and quality assurance, where both are interrelated and strengthen each other. Leaders who have a strong character are able to encourage the implementation of an effective quality assurance system. Conversely, a good quality assurance system provides support to leaders in carrying out their functions better. This indicates that leadership and quality management can contribute to improving organizational performance, especially in private universities in Banten.

The implications of this study for private universities in Banten are significant. First, there is a need to continue developing transformational leadership. Transformational leaders are those who have the ability to bring about positive change and improve organizational

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conditions. Second, private universities in Banten need to strengthen the quality assurance system, both in terms of processes and outcomes. This is important to ensure that all elements in education, from the curriculum to the quality of teaching, meet the expected standards.

Finally, private universities in Banten should integrate leadership and quality assurance into all aspects of academic and non-academic activities. In this way, the synergy between the two will be strengthened, improving the quality of education and the competitiveness of the institution. The integration of these two aspects will not only have a far-reaching impact on improving the quality of graduates, but will also strengthen the reputation and attractiveness of private universities in the eyes of prospective students and parents.

CONCLUSION

The impact of implementing leadership and quality assurance is interconnected and mutually supportive in improving the organizational performance of private universities in Banten. Effective leaders play an important role in encouraging the implementation of an efficient quality assurance system. Conversely, a good quality assurance system also provides support to leaders in carrying out their responsibilities. The impact of leadership includes a clear vision and mission, motivation and inspiration for the team, appropriate decision-making, and a positive organizational culture. Meanwhile, quality assurance contributes to improved education quality, accountability, institutional reputation and higher competitiveness. Based on these results, both contribute significantly to improving the performance of private universities in Banten. The findings from this study suggest that to achieve optimal performance, private universities should strengthen the leadership aspect and continue to develop quality assurance mechanisms. In this way, universities will be better able to adapt to changing market needs and improve competitiveness in the higher education sector.

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