

**SKRIPSI**




**ANALYSIS OF TOP MANAGEMENT TEAM DEMOGRAPHIC  
CHARACTERISTICS AND HIGHER EDUCATION PERFORMANCE  
(Case Study: Higher Education Institutions in West Sumatera)**

**Proposed By:  
DELLA SILVIA  
07 152 109**

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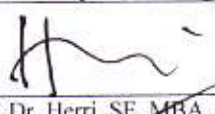
**DEPARTMENT OF MANAGEMENT  
FACULTY OF ECONOMICS  
UNIVERSITY OF ANDALAS**

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2011**

	No. Alumni Universitas :	<b>Della Silvia</b>	No. Alumni Fakultas :
	a) Tempat / Tanggal Lahir : Mungka/ 08 Februari 1989 b) Nama Orang Tua : Yurison, S.Pd dan Resmayeni c) Fakultas : Ekonomi d) Jurusan : Manajemen e) No.BP : 07152109 f) Tanggal Lulus : 02 februari 2011 g) Lama Studi : 3 tahun, 5 bulan h) Alamat Orang Tua : Jalan Jambak Jirat, Kubang, Kec. Guguak, Kab. Lima Puluh Kota.		
<b>ANALYSIS OF TOP MANAGEMENT TEAM DEMOGRAPHIC CHARACTERISTICS AND HIGHER EDUCATION PERFORMANCE (Case Study: Higher Education Institutions in West Sumatera)</b>			
<i>Skripsi Si Oleh : Della Silvia Pembimbing : Prof. Dr. Herri, SE, MBA</i>			
<b>ABSTRACT</b>			
<p><i>This research views that strategic leadership is needed to improve the performance of higher education and it need to be advanced. Demographics characteristics of TMT are one of element in strategic leadership to support performance of organizations. Demographics characteristics describe the profile of TMT and TMT itself will determine the future of the organization. So because of that we have to discuss about demographics characteristics of TMT. The approach taken for this research was quantitative analyses of 30 top management teams of high educational in west Sumatra. The demographics characteristics consist of age, gender, functional background and educational level in the higher education performance. Because of the time and cost obstacle, this research only examines the higher education in West Sumatera. The Sample representatives are the Top Management Teams in Higher education in West Sumatera. Top management team characteristics affect the higher education performance in West Sumatera. In term of age, tend to brings effect to the higher education performance in West Sumatera, then this study found the man in West Sumatera is males have a high opportunity to carry the load as leaders than woman. The homogeneity of functional background in West Sumatera tend to give bad contribute to organizational performance, the result of this research shows that lower educational level of TMT have a tendency to decrease in performance of HEIs.</i></p>			
<p><b>Keywords: Demography Characteristics of TMT, Higher Education Institutions</b></p>			

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Abstrak ini telah disetujui oleh pembimbing dan penguji :

Tanda Tangan	1		2		3
Nama Terang	Prof. Dr. Herri, SE, MBA		Dr. Rahmy Fahmi, SE, MBA		Donard Gomes, SE, M.Buss

Mengetahui,  
Ketua Jurusan Manajemen

Dr. Harif Amali Rivai, SE, M.Si  
Nip. 197102211997011001

\_\_\_\_\_  
Tanda Tangan

Alumnus telah mendaftar ke Fakultas / Universitas dan mendapat Nomor Alumnus :

	Petugas Fakultas / Universitas	
No. Alumni Fakultas :	Nama	Tanda Tangan
No. Alumni Universitas :	Nama	Tanda Tangan

# CHAPTER I

## INTRODUCTION

### 1.1 Background

The lower quality of human resource management is a primary problem faced by Indonesia that can impede the improvement of education especially in the globalization era as of today. In this condition, Indonesian government has to take part in managing the human resource management from many aspects such as intellectuality, spirituality, morality and responsibility as well. The management process can be done systematically and continuously through high quality of education system in both formal and informal way, started from elementary until higher education. It will not be effective if the performance of the higher education is below standard (Tanuatmaja, 2009).

In essence, higher education in Indonesia faces various different situations all the time. It is very difficult to predict the future accurately, moreover, it is also difficult to particular organizations to foresee their future precisely. Examining events that have occurred allows them to know how to prepare the future. For that, strategic leadership is needed. Strategic leadership emphasizes on the importance of organization leaders to possess vision that can be manifested in practical implementation by all organization members. Thus, the human resource within the organization can be used optimally for the attainment of organization objectives (Ireland & Hitt, 2005). Strategic leaders are also expected to navigate their organization successfully into an unknown and increasingly complex future. In this case, top management team is expected to appear as a strategic leader because they hold the key role to determine the direction and activity of that organization. Without effective strategic leadership, the probability that a firm can

achieve like satisfactory performance when confronting the challenges of the globalization era will be greatly reduced. Leadership as a team having a look at leadership aspect as a collective process between individual and between networks (Lemay, 2009).

This research views the strategic leadership is essentially needed to improve the performance of higher education and that why it needs to be advanced. Education is one of main priorities development in West Sumatera. Furthermore, the local government is always trying to improve the performance of education in West Sumatera, not only science and technology but also the improvement of religious faith. This case is in accordance with the strategic planning program of National Education, including: the increasing of education access, competency and competing power of nation; the increasing of education quality and; the increasing of education management and services transparently, accountability and good governance. Therefore, higher education is needed, because higher education is a unique organization, that its source of qualified human resource management that become requirement for improving of competing power by a country (Porter, 1990). Hence, the availability of top management team are also needed because they understand and able to face the challenge in higher education.

The demand for quality improving, the tight of competition among the higher education, the advance of science and technology are some of many others challenges that must be faced by top management team in implementing the strategic leadership in higher education. More specifically, for example, higher educations in Indonesia are generally not able to present yet as center of research that one of higher education identity (Kadiman, 2006). Thus, strategic leadership becomes more important and interesting to be assessed. It is expected that the introduction and identification of strategic leadership

implemented by top management team will improve the performance of higher education continuously.

Strategic leadership concept will be useful to identify the characteristics belong to a strategic leader and what will be done by a leader in doing his/her job (Davies and Davies, 2005). Strategic leadership manages the organization's capacity to deliver value to its customers. Another way to look at strategic leadership help to bridge the gap between strategy formulation and strategy implementation.

In the reality, it is hard to find the previous research that apply the approach of strategic leadership in Indonesia, especially a research that deals with strategic leadership in higher education in West Sumatera. Moreover, this research can be expected to enrich the studies on the implementation of strategic leadership in Indonesia. It gives a new perspective about strategic leadership in higher education. Higher educations in Indonesia face a unique organization challenge since the objectives are only looking for the profit.

One of the fields in the strategic leadership is demographics characteristics. The research on the characteristics of the TMT demographics problem is very important because it will be a reference to the organization in term of leadership in higher education. Demographics characteristics will describe the profile of TMT and TMT itself in determining the future of the organization. Therefore we have to discuss the demographics characteristics of TMT.

However researcher will limit the research on top management team characteristic in determining the performance of higher education only. Therefore, researcher gives the title for this research as follows:

## **CHAPTER VI CONCLUSION AND SUGGESTIONS**

### **5.1 Conclusion**

Based on the analysis and discussion in the previous chapter, it takes the conclusions that will be explained below.

1. Demographics characteristics will support strategic leadership to describe the profile of TMT in order to determining the future and performance of the organization.
2. Top management team characteristics affect the higher education performance in West Sumatera. In term of age, age tend to brings effect to the higher education performance in West Sumatera.
3. This study found the man in West Sumatra is males have a high opportunity to carry the load as leaders than woman.
4. The homogeneity of functional background in West Sumatera tend to give bad contribute to organizational performance.
5. The result of this research shows that lower educational level of TMT have a tendency to decrease in performance of HEIs.

### **5.3 Limitation of the Research**

In doing this research, there are several limitations that the researchers face that might influence the findings. Some limitation appears in this research such as:

1. The object of the study only took in area of Padang, Bukittinggi and Payakumbuh.

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