

Research Article

Strategic Decision Making Model in Private Universities**Catur Septiawan Gunarto¹, Erwin Sujana²**

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Abstract

The strategic decision-making model at the University of Indonesia Maju (UIMA) needs to be known because there is a change in form from the Indonesian Advanced College of Health Sciences (STIKIM) to UIMA based on the Decree of the Ministry of Education, Culture, Research and Technology No. 0302/E1/KB.01.00/2022 dated January 17, 2022. The purpose of this study was to determine the strategic decision-making model at the University of Indonesia Maju (UIMA). The research method used is qualitative research with a case study design. The data analysis method is based on the Miles and Huberman model, which provides directions for the sequence of data analysis activities with several steps, namely data collection, data reduction, data presentation, and drawing conclusions or verification. This study lasted for (4) four months with 7 (seven) informants. The results of the study showed that UIMA leaders used the Organizational Process Model strategic decision-making. The suggestion from the results of this study is that there should be a special day used for management meetings in making strategic decisions that have an impact on the survival of UIMA.

Keywords: Organizational Process Model, Strategic Decision Making, Private Universities.

INTRODUCTION

Universitas Indonesia Maju (UIMA) which was born based on the Decree of the Ministry of Education, Culture, Research and Technology No. 0302/E1/KB.01.00/2022 dated January 17, 2022, of course, in its journey to carry out the mandate given by the



government, it will face various problems. Therefore, UIMA needs to implement an appropriate strategic decision-making model to overcome problems that arise during the running of UIMA. Strategic decision-making according to Harbani, 2023 is an unprogrammed choice by high-level decision makers regarding a series of Actions among various available alternatives that are designed to achieve organizational goals through effective relationships with the environment. From the definition of strategic decision-making according to Harbani, 2023, the important role of strategic decision-making in running UIMA is clearly visible in order to achieve its goals. Previous research conducted by Farida Napu and Supiah's research, 2019 showed results indicating that strategic decision-making, seen from the steps in making decisions starting from defining problems, analyzing problems, developing alternative solutions, deciding on the best solution and moving decisions into effective actions is done by means of compromise, and deliberation to reach consensus through work meetings. This is in accordance with what was stated by the Graham T Allison Analysis Model in his book *Essence of Decision: Explaining The Cuban Missile Crisis*, namely there is a Bureaucratic political model. This model emphasizes that a decision-making process is formulated by various actors, groups, and interested parties through a process of tug-of-war, bargaining, mutual influence and compromise between related stakeholders. The decisions made are a political resultant process that goes through long and complex deliberations. The many influencing factors and strategic decision-making models need to be studied, understood, and selected according to the characteristics of UIMA so that they can provide added value to achieve the goals of establishing UIMA. Therefore, this research is important to be carried out in order to obtain the right strategic decision-making model according to the characteristics of UIMA. The differences between this research and previous research are as follows:

Table 1. Differences between this research and previous research

No.	Researcher's Name	Research Title	Research Findings	Differences with This Study
1	Sitti Roskina Mas, 2010	Strategic Decision-Making Process in	The strategic decision-making process linked with strategic management includes: (1) analysis or problem review, (2)	Not related to Graham T. Allison's analysis within the

No.	Researcher's Name	Research Title	Research Findings	Differences with This Study
		Educational Institutions	imagination in determining problem-solving alternatives, (3) evaluating alternatives, (4) considerations in decision-making.	perspective of strategic decision-making models, such as the Rational Actor Model (RAM), Organizational Process Model (OPM), and Bureaucratic Politics Model (BPM).
2	Chaidir Iswanaji, Sarfiah N.S, Priyono N, and Arifah S, 2017	Evaluation of the Decision-Making System at Universitas Tidar Magelang Using the Maturity Level Model	Internal factors have a significant influence on the decision-making system using the Maturity Level Model.	The use of the Maturity Level model for evaluating decision-making systems is not explored in this study.
3	Sunardi, Fadlil A, Pahlevi RF	Decision-Making in the Quality Assurance System of Higher Education Using MOORA, SAW, WP, and WSM	Decision-making methods determine the priority of Business Process steps, providing information for Higher Education leaders to predict strategic activities.	The use of multi-criteria decision analysis (MCDA) methods like MOORA, SAW, WP, and WSM is different from the research focus on cultural motifs in decision-making.
4	Farida Nafu, Supiah, 2019	Strategic Decision-Making Process in	The steps in decision-making, from problem definition, analysis, solution alternatives development, to the final	Focuses on budget-related decisions, while this study

No.	Researcher's Name	Research Title	Research Findings	Differences with This Study
		Budget Preparation at IAIN Sultan AMAI Gorontalo	decision and effective implementation, are done through compromise and consensus in a work meeting.	centers on the symbolic value of motifs in fashion design.
5	Muhammad Azis, Amirullah Abduh, 2019	Policy Study on the Decision-Making Process in Higher Education in the Industrial Revolution Era, Jekpend Journal of Economics and Education	The formal process of decision-making through general or restricted meetings still remains the preferred method, giving room for participation and constructive suggestions for effective decisions.	This study explores traditional decision-making models, whereas this research applies cultural motifs in contemporary fashion design.
6	Sudirman, 2021	Factors Considered in Decision-Making in Private Educational Institutions at Universitas Nahdlatul Wathan	In decision-making in higher education institutions, psychological, sociological, and institutional/organizational factors must be considered to benefit all individuals or groups, ensuring objectives are met.	Focus on decision-making in educational institutions with emphasis on psychological and sociological aspects, different from exploring aesthetic cultural symbols.
7	Fitri Hayati, Zalfira R, Gistituati N, 2021	Educational Institutions: Policy and Decision-Making	The article indicates the difference between policy (theoretical) and decision-making (practical). Types of decision-making include individual and group decisions, involving investigation, design, and selection.	Different from the exploration of cultural motifs in the design of modern fashion, focusing more on policy and decision-making processes.

No.	Researcher's Name	Research Title	Research Findings	Differences with This Study
8	Syuhud, 2022	Decision-Making at Pesantren Higher Education Institutions at Universitas Ibrahimy Sukorejo Situbondo and Universitas Nurul Jadid Paiton Probolinggo	(1) The decision-making process involves problem identification, internal and external analysis, new strategy development, and evaluation of decision results. (2) Participation includes ideas, suggestions, and feedback within the organizational structure. (3) Decision-making methods include autocratic, consultative, joint decisions, and intuitive religious decisions.	Focuses on educational institution decision-making with emphasis on participatory methods, different from the cultural and aesthetic focus of this study.
9	Rahmawati, Siti Khaulah, Lusi Tetrasari, Aan Komariah, Nur Aedi, 2022	The Art of Effective Decision-Making in Educational Institutions	Findings indicate decision-making is the systematic process of selecting the best alternative from several options. Factors influencing decisions include internal and external organizational conditions, available information, personality, and decision-making skills. Five steps for effective decision-making: define objectives, gather relevant information, generate feasible options, make decisions, and implement and evaluate.	This study focuses on systematic decision-making steps, whereas this research explores how cultural elements, such as motifs, are applied in fashion design.

LITERATURE REVIEW

Nature of Strategic Decisions

Strategic decisions are choices made from several available strategic alternatives. These choices involve realistic strategic aspirations that are achievable. Strategic decisions are closely related to the external environment, as stated by Shirley (1978),

who emphasizes the importance of formulating relationships between an organization and its environment. Baker (1980) defines strategic decisions as those related to creating, producing, and allocating resources. However, Mintzberg (1976) criticizes this definition for focusing too much on internal organizational issues. Strategic decisions are typically made by top management and require high-level reasoning, as they involve long-term goals and the need for new solutions, often relying on external information (Morgan & Cerullo, 1984). These decisions are infrequent but significant, often responding to dynamic environmental changes.

Characteristics of Strategic Decisions

Schwenk (1988) identifies the main characteristics of strategic decisions as being "unstructured" and "non-routine." They play a central role in the organization, involve significant commitment of resources, carry substantial risks, and can lead to highly rewarding results. Strategic decisions are complex, rare, and have long-term consequences. They also precede other decisions, setting the precedent for future choices.

Domain of Strategic Decisions

Strategic decisions must relate to an organization's fundamental purpose, vision, and mission. These decisions involve setting objectives, identifying target groups, and establishing priorities for programs and services. Geographic service areas and competitive advantages also play a role in determining strategic decisions.

Components of Strategic Decisions

There are eight key components in strategic decision-making: 1) made by top decision-makers, 2) aimed at achieving specific goals, 3) considering internal capabilities, 4) influenced by personal values of the decision-makers, 5) accounting for external factors, 6) involving a relationship between internal and external variables, 7) based on alternative strategies, and 8) considering competition.

Strategic Decision-Making Models

Graham T. Allison (1971) presents three decision-making models: the Rational Actor Model (MAR), the Organizational Process Model (MPO), and the Bureaucratic

Politics Model (MPB). Each model highlights different approaches to decision-making: rational choices based on analysis (MAR), organizational procedures (MPO), and political negotiation (MPB). Hill et al. (1978) later introduced additional models, including the Small Group Process Model, the Dominant Leader Model, and the Cognitive Process Model, each offering a different perspective on how high-level decisions are made.

METHOD

The research method used in this study is qualitative with a case study research design. The data collection method used in this study is by using observation, Focus Group Discussions (FGD), and document analysis. The FGD was conducted by involving 7 (seven) informants, namely the Representative of the Advanced Indonesia Foundation (UIMA), the Chairperson of the UIMA Senate, 2 (two) from the UIMA Leadership elements, 1 (one) from the University Secretary, the Chairperson of the Internal Supervisory Unit (SPI), and the Chairperson of the Education Development and Internal Quality Assurance Agency (BP3MI).

The FGD was held on February 25, 2025, while the research time was from January 13 to May 31, 2025. In general, the flow of this research is as follows:

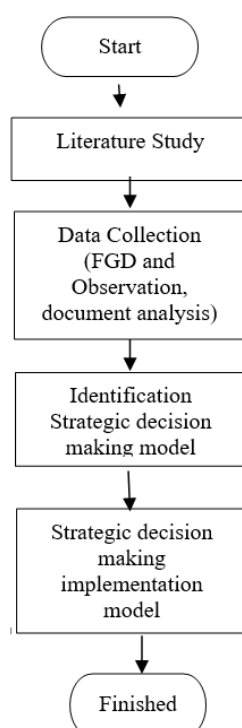


Figure 1. Research Flow

The stages of the research flow are shown in the figure. It can be explained that the steps of this research are starting from a literature study on strategic decision-making models obtained from books and previous studies that will be the basis for compiling research on strategic decision-making models at UIMA. Furthermore, data collection is carried out by conducting observations, FGDs, and document analysis. From the results of data collection, data analysis is then carried out using the Miles and Huberman model, which divides the steps in data analysis activities into several parts, namely data collection, data reduction, data display, and drawing conclusions or verification (conclusions). To maintain the reliability of the data in this study, several techniques were used, including carrying out correct re-checking procedures, conducting data triangulation, namely through interviews, documentation, and observation, and involving many informants (7 informants). Triangulation in this study uses source triangulation. Triangulation with sources means comparing and checking the degree of trustworthiness of information obtained at different times and using different tools, namely by: 1) Comparing observation data with FGD data, 2) comparing what people say in public with what they do in private, 3) comparing what people say about the research situation with what they say all the time, 4) comparing FGD results with observation results and the contents of related documents.

RESULT AND DISCUSSION

To describe the strategic decision-making model at Universitas Indonesia Maju (UIMA), we refer to Salusu (2015), who states that there are eight important components that give meaning to strategic decision-making, namely:

1. Strategic decisions must be made by high-level decision-makers.
2. They are made to achieve specific goals and objectives of an organization.
3. They are made after considering internal capabilities.
4. They take into account the values and personal characteristics of the decision-makers.
5. They consider the external environment.
6. There is a relationship between various internal and external variables.
7. The choice is made based on several strategic alternatives.

8. It involves competition or rivalry.

Based on Salusu's explanation (2015), a Focus Group Discussion (FGD) was conducted, and the results pointed towards the fact that the strategic decision-making model used within the UIMA environment is the Organizational Process Decision-Making Model, which is based on the mechanism of rules applied internally at UIMA, such as the Statute as the Foundation's Articles of Association (AD) based on the Regulation of the Chairman of the Indonesia Maju Foundation No.001/P/K/Ka/YIMA/I/2022, especially Chapter Three, Article 38, concerning the Arrangement of Organizational Elements and Housekeeping Rules (ART), which was ratified based on the Regulation of the Indonesia Maju Foundation (YIMA) No.003/P/K/Ka/YIMA/I/2022, specifically mentioned in Paragraph Three, Section Five, Article 39, relating to Coordination Meetings Among Key Organizational Bodies in making significant decisions (involving three key organizational bodies: the Foundation, UIMA Senate, and UIMA Rector) and taking into account the personal values of the decision-makers, particularly when determining the direction of the organization, such as the Master Plan for Development (RIP) which was ratified by the Decree of the Chairman of the Indonesia Maju Foundation Number 278/P/K/Ka/YIMA/III/2022 regarding the UIMA Development Master Plan 2022-2041, and the Strategic Plan (Renstra) of UIMA ratified by the UIMA Regulation No. 006/P/R/UIMA/III/2022 regarding the UIMA Strategic Plan 2022-2026. The purpose of these documents is to achieve UIMA's vision, which is to become a globally competitive university in the development of science and technology through community development by 2041.

In both the RIP and Renstra documents, there is a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis that considers both internal and external environments and their relationship, thus resulting in realistic work programs aimed at winning intense competition and ultimately achieving UIMA's vision. The FGD results clearly show that the strategic decision-making model used at UIMA is the Organizational Process Decision-Making Model, which involves participation from the main organizational bodies based on the statutes at UIMA, namely the Foundation, UIMA Senate, and Rector, thus making the outcome more accountable for achieving UIMA's vision. This aligns with the findings from Farida and Supiah (2019), who state that strategic decision-making according to the organizational process has a positive impact on the institution, enabling the quick achievement of its vision and mission. The

researchers also argue that in order to develop UIMA into a large institution, clear regulations and active involvement of all key bodies within UIMA are necessary, fostering a sense of ownership, which motivates them to succeed in all agreed-upon programs.

CONCLUSION

Based on the results of this study, it can be concluded that the strategic decision-making model at UIMA uses an organizational process model. As an impact of using the organizational process model, there needs to be maximum effort to increase the participation of various parties of the main organs within the internal scope of UIMA, namely the Foundation, the UIMA Senate, and the UIMA Chancellor in order for strategic decision-making at UIMA to run effectively and efficiently to achieve its goals. The suggestion from the results of this study is that there should be a special day used for management meetings in making strategic decisions that have an impact on the survival of UIMA considering the busyness of officials who manage the main organs of UIMA. This study is only limited to knowing the strategic decision-making model at UIMA in the future, to find out the effectiveness and efficiency of the strategic decision-making model at UIMA, further evaluation research is needed in the next research period because of very rapid external changes, especially related to very dynamic external changes in the fields of politics, economy, social and culture.

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