

Alliance Strategic and Organizational Form, Managerial and Market Engagement to Improve Performance

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ABSTRACT

The purpose of this study examines whether the strategic alliance affects the organizational form, managerial strategy, market engagement, and performance and how these variables interact in order to become a mutually beneficial partnership. The study took place in Indonesia, especially in Java, to the parties related to the strategic alliance between PT Transportasi Jakarta and bus operators in investment and management of Busway in DKI Jakarta. The study took place is in Indonesia especially Java Island and not only in DKI Jakarta. Findings in this study is have significant and positive effect on organizational form, in other hands, the strategic alliance has a non-signifncant effect to performance, managerial strategy, and market engagement. The novelty in this study is the market engagement variable examined by looking at the relationship between the strategic alliance and market engagement, managerial strategy and market engagement, and market engagement and performance.

KEYWORDS

Managerial Strategies, Market Engagement, Organizational Form, Performance, Strategic Alliance

1. INTRODUCTION

Education is a process that equips one with knowledge about how to behave, talk, and learn the science to give others benefits. Therefore, each person deserves proper education as a means of self-development. Generally, education is a process in life that develops one's ability to survive and to live a better life. As stated in the Act Number 20 of 2002 on the National Education System Chapter 1, Article 1, Verse (1); education is a conscious and well-planned effort to create variable learning atmosphere and learning process that make students actively develop their potentials in order to have better spiritual intelligence, self-control, personality, intelligence, attitude, and various skills which are needed by themselves, the society, the nation and the country.

The definition above implies that education is a deliberate process that should be well-thought in order to develop any potentials in students by creating favorable learning environment that motivates the students to actively explore their potentials to achieve certain learning goals and competencies. Education creates one's sense of competition and stronger motivation to be better in every life aspect. In order to concern the aims consolidated with engaging the beliefs in the variety of organizations, attempts to boost the attractive initiation to grow in both talent and attention with enhancing effectivity should be transformed to achieve the certain objectives. In organization aspect, to concern the aims consolidated with motivation in the variety of organizations, attempts to boost the attractive initiation

DOI: 10.4018/IJPMMPA.2020010101

to grow in both talent and attention with enhancing effectivity should be transformed to achieve the certain objectives (Huda, 2019). In addition, education is a pre-condition to run better governance.

Schools are educational units that count for the accomplishment of the goals of national education. Schools should conduct their role effectively and schools have to be well-managed to optimally achieve the predetermined goals of national education. Unprofessional school management may appear as an obstacle in the education process and hinders the school from running its optimal function as a formal education institution. The term management comes from English, which is from the word to manage, which means managing, managing, implementing, managing and treat (Ali, 2018).

A school that implements professional management has adequate human resources including qualified school principle, teachers and other educational staffs. School principal holds a key role in determining the direction of school policies. The success of a school in achieving its predetermined goals depends on the vision set by the school principal as the one who has the control over the school management.

A school principal need to have adequate knowledge about school management. The core essence of management of school principal is anything that a principal needs to know in running a management of a school to achieve its goals. This view is in line with Usman (2014) who stated that management is any plan, organization, direction and control activities (P4) upon the available resources to achieve the organizational goals in the most effective and efficient ways. School management includes: school program planning, implemenetation of school program, school principal leadership, monitoring/evaluation, and school information system.

School principals are demanded to be able to synergize every component, potential and the environment around school to work simultaneously for school advancement. School principal's attitudes are reflected by the interaction between organizational management function (planning, organization, implementation and evaluation) and the substantive function (academic units, human resource, finance, facility, public relation, special service, etc) that count for goal accomplishment in the most effective and efficient ways.

As a manager, a school principal holds the responsibility for managing the available educational resources to design a proper organizational structure. The current organizational structure does not include enough human resources, and it is causing role confusion to the employees. The proposed organizational structure is clearer and well defined in a way that each knows his/her responsibility (Khan, 2019). According to Amtu (2013), as a managers, the roles of a school principal are categorized into three, which are: (1) interpersonal role, a role that deals with human interaction, (2) informational role, a role that involves information sharing and analysis, and (3) decision role, a role that deals with decision making. Those roles are simultaneously working in the implementation of school management as attempts to achieve the national education goals.

Leadership has been a topic of interest in educational institutions (Grint, 2011), and it develops adaptability in keeping with the modern-day development. Leadership is the process where the leader can use his influence to convince in the decision-making process and setting the goals of the organization (Fullan, 2003; Schiller, 2003; Boonla & Treputtharat, 2014). The leaders of learning organizations will set goals either through participation or direction of their various constituencies (Bass, 2000). The high working leader of the organization or the administrator is a person at a strategic level which has a direct responsibility in strategic planning and cover all aspects of an educational institute in any suitable situation (Deebonmee & Ariratana, 2014; Boonla & Treputtharat, 2014).

Practically, the principal's leadership of the school has an important role in achieving the purpose of the organization. The school principal must be a person who has hedging strategies, clarity of vision and mission and a good communicator in order to maximize the potential of the available school resources. The carefulness of the school principal in targeting and utilize the appropriate strategy was considered as an important point in developing the school.

But some evidence supported that Indonesia still needs efforts and challenges in increasing the educational index of Indonesia. Based on Human Development Report of UNDP (2017), placed

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