Resources Orchestration to Realizing Global Competitive Universities

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Abstract
Resource orchestration can be an important pioneer in creating competitive advantage in organizations, including towards world-class universities. There are two dimensions to resource orchestration, namely resource management and asset orchestration. This study aims to look at the implementation and contribution of resource orchestration in the environment of state Islamic religious universities in Indonesia in realizing globally competitive universities. The research method used is descriptive-qualitative, with data collected from interviews, observations, and analysis of related documents at six state Islamic universities. The results showed that the leadership ability of the leaders of state Islamic universities is very decisive in orchestrating resources to encourage the performance of higher education towards globally competitive universities.
Keywords; Resource Orchestration, State Islamic University, Leadership, International Standard University

INTRODUCTION

Nowadays, the issue of resource orchestration is an interesting discussion among managers to improve the integrity of their organizations. Resource orchestration is believed to increase the competitive advantage in the organization so that it is motivated to achieve goals more quickly and precisely. In the environment of State Islamic Religious Universities, Resource Orchestration is an important pioneer in creating competitive advantages so that they can compete globally (Tidd and Bessant, 2020). It is known on the academic side of Islamic Higher Education (in Bahasa: Perguruan Tinggi Keagamaan Islam/PTKI), especially for State Islamic Universities (Perguruan Tinggi Keagamaan Islam Negeri/PTKIN), that it is organizing the transformation of universities from national to world-class universities (WCU). As has been supported and conveyed by the Ministry of Religious affairs of the Republic of Indonesia through the Directorate of Islamic Religious Universities. However, it is not enough for state Islamic universities to guarantee superior performance; it is necessary to have managers who realize the potential of their resources and apply them properly to achieve goals and profits.

Based on this, the role of State Islamic University leaders in synergizing existing resources needs to be improved. Leaders have a role in utilizing the resources owned by the university Abdullah et. al. (2020). The purpose of this research to improve organizational performance and evaluate the implementation of resource orchestration in the state Islamic university environment to realize universities that are able to compete globally. The role of the rector leader in PTKIN is

the most basic element that drives the wheels of the organization so that his actions are related to the resources being supervised. The rector has a set of responsibilities and academic policies that are routinely provided from the government.

Although resource orchestration has been widely discussed in the context of business organizations, there are still relatively few studies that focus on resource orchestration in higher education organizations Fitriana et. al. (2022). This is especially true for state Islamic religious universities that are working to improve their competitive advantage to achieve world-class university status. Existing research tends to focus more on resource management in general, without regard to the unique specifications and challenges faced by higher education institutions. Therefore, more research is needed that examines how university leaders can orchestrate their resources to improve academic and operational performance and achieve long-term strategic goals in a dynamic and competitive context.

LITERATURE REVIEW

Resource Orchestration

Resource orchestration relates to the actions leaders take to facilitate efforts to effectively manage company resources. Sirmon et al. (2011) mentioned that resource orchestration provides the theoretical foundations for understanding when resources can support a company's competitive advantage and its performance. Where Barney (1991) also suggests that to be able to achieve sustainable competitive advantage, an organization must be supported by valuable, rare, unduplicated, and irreplaceable resources. In other literature, it is mentioned that there are three mechanisms in resource orchestration, namely stabilizing, pioneering, and enriching.

Resource orchestration involves the coordination and integration of organizational resources to achieve long-term strategic goals. Helfat and Peteraf (2003) highlighted the capability life cycle, where organizational capabilities evolve through effective resource management. Sirmon et al. (2007) added that resource orchestration includes the combination and utilization of resources to create and strengthen capabilities. In the context of PTKIN transforming towards a world-class university, university leaders must be able to identify and manage resources effectively to achieve academic and operational excellence. However, there is still little research that specifically explores the application of resource orchestration in higher education, so further research is needed to understand the dynamics and challenges in this context.

According to Andersen et. al (2021) the application of the principle of resource orchestration in Islamic higher education in Indonesia can increase innovation and institutional

effectiveness. It involves collaboration between departments, faculties, other educational institutions, and industry for knowledge and resource exchange. University leaders play an important role in formulating a clear vision and supporting staff. Community and stakeholder engagement ensures educational programs are relevant to society. Dynamic curriculum development, innovative research, and technology integration improve efficiency and accessibility. With an effective strategic plan, professional development, and supportive policies, Islamic higher education institutions can provide quality education in line with Islamic values.

World Class Universities

World class universities are rankings of universities based on surveys with the aim of shaping the quality of universities in accordance with international standards. Where each survey institution has a different approach and purpose of ranking, not only the approach and purpose of ranking are different, but the measuring instruments in ranking are also different, both from indicators and measurement parameters. Some of the related survey institutions are THE (Time Higher Education), webometrics, and SJTU (Shanghai Jia Tong University).

World Class University is a very important ranking to demonstrate international standards in higher education, and is a strategic goal for State Islamic Religious Universities. Pursuing World Class University status can enhance PTKIN's reputation, competitiveness, and academic quality at the global level. It also opens up opportunities for international partnerships, access to additional resources and funding, and attracting quality students and staff from different parts of the world. Each ranking agency, such as Times Higher Education (THE), Webometrics, and Shanghai Jiaotong University (SJTU), uses different criteria and measurement tools, so ranking results can vary. These differences reflect the complexity of assessing university quality and emphasize the importance of understanding the methods used by each rating agency (Hazelkorn, 2015).

Organizational Capabilities

Organizational capability is the ability of an organization to coordinate each task, utilizing organizational resources synergistically in order to improve optimal results (Helfat and Peteraf, 2003). Organizational capability is divided into substantive capabilities and dynamic capabilities (Zahra et al., 2006). Where substantive capabilities are more directed at what the nature of the organization has basic capabilities, while dynamic capabilities are the extent to which the organization's internal resources carry out the process of change in response to its changing environment.

Organizational capability is a key aspect in understanding how organizations can achieve optimal results through coordination and synergy of resources. In addition to substantive

capabilities that include basic organizational capabilities, dynamic capabilities play an important role in adaptation and innovation. Dynamic capabilities enable organizations to respond effectively to environmental changes and adapt quickly. According to Teece et al. (1997), dynamic capabilities focus on an organization's ability to renew and develop its competencies in the face of market and technological changes. This shows the importance of not only having existing capabilities but also the ability to transform and innovate according to dynamic external and internal demands.

Islamic Higher Education

Islamic higher education influences resource orchestration in state Islamic religious universities by providing a framework of values and principles that shape the way resources are managed and used. Islamic principles, such as integrity, justice, and sustainability, often guide resource management at PTKIN. Resource management in the context of religious higher education does not only focus on efficiency and effectiveness but also on alignment with the religious values underlying the institution's operations. This includes how resources such as funds, facilities, and manpower are organized to support religious and academic missions in synergy with Islamic principles.

According to Hamzah et. al (2020), the Islamic approach in higher education emphasizes the integration between spiritual and material aspects in resource management. This encourages PTKIN to orchestrate resources in a way that not only meets academic and administrative needs but also supports religious values and goals. Thus, resource orchestration in PTKIN involves a balance between efficient management and conformity with Islamic principles, which can ultimately improve organizational performance and success in achieving educational and religious goals.

METHODS

The method used in this research is a qualitative descriptive method that focuses on the problem of facts by conducting observations, interviews, and studying related documents. Nasution (1996) argues that qualitative research produces descriptive data in of written or spoken words, which come from people and observed behavior. Then Nugrahani (2014) also argues that qualitative methods aim to understand the conditions of a context by directing to a detailed and in-depth description of the portrait of conditions in a natural context (natural setting) about what happens according to what is in the study field.

Moleong (2016) also explains that qualitative research is intended to understand phenomena or problems that occur in research subjects. So the qualitative research method was

chosen under the research objectives, namely to examine resource orchestration at PTKIN in Indonesia in realizing a world-class university.

Data collection techniques in qualitative research can be collected through observation, interviews, and documentation (Nugrahani, 2014). In this study, the data collection technique used was interviewing. The types of interviews used in this research are in-depth interviewing and semi-structured. In an in-depth interview, a resource person can express his or her opinion, which can then become the basis for further research. Meanwhile, structured interviews were used with the aim of obtaining hypothesized answers to questions that had been prepared by the researcher.

Interviews were conducted with purposive sampling, which means that data collection comes from selected sources who are considered to be the most knowledgeable, competent, or have high responsibilities related to the application of resource allocation at PTKI. This is by Moleong's (2006) explanation that in qualitative research there is no random sample but a purposeful or purposeful target. Interviews were conducted with 6 (six) informants. The 6 narasumbers are the rector or leaders of UIN Jakarta, UIN Surabaya, UIN, Malang, UIN Jember, UIN Yogjakarta, and UIN Bandung.

In addition to interviews, this research also collected data using documentation techniques. This documentation method is used to complement the information obtained from interviews and observations. This field data collection was carried out from January to February 2023. The data obtained will be analyzed for validity by conducting interviews with relevant parties such as staff, and student affairs, and checking related documents. Then it will be analyzed and assessed using data analysis techniques proposed by Miles and Huberman (in Sugiyono, 2007), namely data collection, data reduction, data presentation, and conclusion drawing.

RESULT AND DISCUSSION

Result

Based on the fact that many universities in Indonesia are competing in preparing themselves to follow the World Class University ranking. This research was conducted by targeting PTKIN. This is supported by the decision of the Ministry of Religious Affairs of the Republic of Indonesia through the Directorate of Islamic Religious Universities to provide support and motivation for PTKIN to be able to carry out internationalization transformation.

PTKIN, or State Islamic Religious University, is a higher education institution under the Ministry of the Republic of Indonesia that implements 'Tri Dharma' with an Islamic foundation (Fauzi, 2016). Based on Sari et. al (2016), it emphasizes that the integration of the Tri Dharma of

higher education, research, and community service can significantly improve the competitiveness of the community. The integration of these three pillars allows universities to make a greater contribution to local social and economic progress.

PTKIN consists of UIN (State Islamic University), IAIN (State Islamic Institute), STAIN (State Islamic College), and state universities that have religious study programs with licenses issued by the Ministry of Religious Affairs. The research targets are 6 leading UINs consisting of UIN Kyai Haji Achmad Siddiq, UIN Maulana Malik Ibrahim Malang, UIN Sunan Ampel Surabaya, UIN Sunan Kalijaga Yogyakarta, UIN Sunan Gunung Jati Bandung, and UIN Syarif Hidayatullah Jakarta. The achievements of the 6th institutional governance of UIN from the reflection of the resources orchestration of its leaders are as follows:

UIN Kyai Haji Acmad Siddiq Jember

Starting from UIN Kyai Haji Achmad Siddiq, Jember State Islamic University has a portrait of extraordinary achievements after transforming from IAIN to UIN. Quoted from the page uinkhas.ac.id UIN KHAS Jember won 1st, 2nd, and 3rd place in the National Arabic Language Seminar competition held at the State University of Malang. Based on this, the rector of UIN KHAS Jember said that there will be training and development of various competitions in various events to continue to support students to achieve achievements.

In an interview conducted with the Rector of Kiai Haji Achmad Siddiq Jember State Islamic University, he also mentioned staffing in management science, which is used to seek refreshment of human resources through training, promotion efforts, and further studies at home and abroad. Meanwhile, in terms of non-human resources, the entire academic community continues to look for access breakthroughs so that there is additional financial support or infrastructure for university development. The search for breakthroughs is intended to get various supports from various stakeholders for the development of institutions towards World Class University. The application of resource orchestration in institutions also has a big impact, as the distribution of resources owned by adjusting to the capacity and ability of each individual can encourage increased efficiency of work in each sector of the institution.

UIN Maulana Malik Ibrahim Malang

Student achievement at UIN Maulana Malik Ibrahim also received attention from the university. This is evidenced by the bsi.uin-malang.ac.id page, where there is a student achievement portal. UINMA Malang distinguishes academic and non-academic achievements. In producing student achievements, UINMA Malang has a foreign language development program so it is expected to compete in the ASEAN Community. UINMA also has a student achievement portal

on the uin-malang.ac.id page to gather outstanding students. In addition, there is a management review meeting, to evaluate the work achievements of each faculty. Based on this, not only students are encouraged to excel but also quality assurance institutions so that every academic community plays an important role in achieving achievements both intracampus, national, and even international.

Furthermore, the application of resource orchestration at Maulana Malik Ibrahim State Islamic University Malang to realize an international standard organizational system. Maulana Malik Ibrahim State Islamic University is currently paying attention to the ability of its resources because it is closely related to increasing institutional capabilities and technological capabilities, which are the focus to be applied. In realizing WCU, institutional capability plays an important role at UIN Malang. This goal is designed measurably through long-term planning, middle planning, and annual planning, all of which lead to the internationalization of the university. The influence of UIN Maulana Malik Ibrahim Malang's status as a 'Badan Layanan Umum' (Public Service Agency) work unit is considered quite helpful in optimizing performance that can encourage acceleration towards World Class University. However, this status is still being considered whether UIN Maulana Malik Ibrahim Malang needs to raise its status to 'PTN-BH' (State University with Legal Basis) to increase the ranking of WCU.

Through the rector of Maulana Malik Ibrahim State Islamic University Malang, Prof. Zainudin said that the BLU work unit status for UIN Malang is sufficient to support the internationalization of the university. There are two aspects of the contract with the Ministry of Finance to cover the needs of internationalization at UIN Maulana Malik Ibrahim Malang, namely the financial aspect and the service aspect. UIN Maulana Malik Ibrahim Malang chose to reform as a PTN-BH because, according to careful consideration, it is the choice that must be made for the adequacy of resources and other academic requirements.

UIN Sunan Kalijaga Yogyakarta

UIN Sunan Kalijaga Yogyakarta, which recently achieved FIBAA (Foundation for International Business Administration Accreditation) international accreditation. FIBAA is a university quality assurance agency that uses standards from the Germany Accreditation Council. The achievement of this accreditation is a turning point for UIN Sunan Kalijaga to further improve its achievements both in terms of academic and non-academic. The entire academic community has been waiting for about 6 months to get the final results of this accreditation.

Furthermore, at UIN Sunan Kalijaga Yogyakarta, there is a development resource orchestration implementation that has begun to be carried out to develop UIN Sunan Kalijaga

into a World Class University that requires qualified resources both in terms of quantity and quality. Good management is needed as well as strategies to improve the quality of resources that are appropriate and efficient to ensure the quality of the resources owned by UIN Sunan Kalijaga. Realizing an institution that competes at the international level takes more than increasing one kind of resource. Institutions are required to be able to maximize and connect all their resources to jointly realize the vision of UIN Sunan Kalijaga. Therefore, the implementation of resource orchestration is important for UIN Sunan Kalijaga.

Based on the statement of the Rector of UIN Sunan Kalijaga, it can be seen that UIN Sunan Kalijaga is in the process of implementing resource orchestration, which begins with structuring policies and rules within the institution. Resources orchestration is a concept that is very helpful for UIN Sunan Kalijaga in managing its resources, especially large institutions that have many resources in various forms and types. Therefore, to implement a large institution-level strategy that produces positive benefits, leaders are required to be able to organize institutional assets and configure capabilities to achieve competitive advantage.

UIN Sunan Gunung Djati Bandung

There is UIN Sunan Gunung Djati Bandung, which in 2022 won the title of an informative public institution. In terms of institutions, UIN Sunan Gunung Djati Bandung is the highest-ranked PTKIN among universities in Indonesia. In addition, UIN Sunan Gunung Djati Bandung achieved the best achievement in the field of journaling that has been indexed by SINTA. This is displayed on the uinsgd.ac.id page where this achievement managed to beat UIN Makassar, which was previously the highest. UIN SGD Bandung continues to strive to organize improved special lecture programs both nationally and internationally.

Furthermore, the portrait of resource orchestration at UIN Sunan Gunung Djati Bandung focuses more on establishing cooperation with various parties, both related to increasing the capabilities of the institution or related to its technological capabilities. This application is a factor in improving the quality of resources or stakeholders and the quality of services, especially in the field of technology, both of which can be obtained by a system of relationships with parties who collaborate with UIN Sunan Gunung Djati Bandung. This application has an important impact on the development process of UIN Sunan Gunung Djati Bandung. By allocating available resources with a division that is in accordance with the skills and talents of each individual, it can encourage work efficiency in every aspect of the institution. In addition, cooperation with external parties can also provide access, support, and quality improvement in the form of infrastructure, resources, and finance.

UIN Syarif Hidayatullah Jakarta

Furthermore, the portrait of UIN Syarif Hidayatullah Jakarta's achievements is also displayed in the achievement category portal on the uinjkt.ac.id page. The focus of UIN Jakarta's achievements in all fields, both academic and non-academic, is supported by various training and facilities. Organizational empowerment within the university participates in realizing the improvement of student achievement. In addition, to support technical support, UIN Jakarta cooperates with various institutions, such as educational institutions, the government, and companies. According to research by Sirmon et al. (2011), resource orchestration has been applied to understand resource management at all levels of the organization and has significant implications for organizational capabilities. Within the scope of PTKI towards World Class University (WCU), resource orchestration has a major impact on the performance of an organization. The implementation of resource orchestration in several PTKIs has recently been intensified by their leaders.

In addition to the achievement side, UIN Syarif Hidayatullah Jakarta also applies resource orchestration as an important thing. Increasing the capability of the institution and the capability of information technology applied will be greatly influenced by the resources owned. Therefore, UIN Jakarta makes various efforts to continue to improve the quality and capacity of its resources to support the acceleration of the institution towards WCU. Among what is done is to encourage lecturers to complete their studies up to doctoral programs.

UIN Sunan Ampel Surabaya

The portrait of achievements described on the UIN Sunan Ampel Surabaya web page, it is further supported by supporting elements in terms of organizational policies. Based on interviews conducted with the rector of UIN Sunan Ampel Surabaya, it was explained that institutional management must be upright, not sideways between units, and must have one voice. The leadership policy is the basis for implementing operational activities within the university. Therefore, the organization must implement a PDCA (Plan Do Check Action)-based work system and SPS (scientific problem solving) capabilities that must be possessed by every management team and the entire academic community.

All parties, namely lecturers, education staff, and students, are required to excel both on a national and international scale. This is implemented by providing space for them to compete in every event. In addition, at the end of each year, UIN Sunan Ampel Surabaya holds the UINSA Award to help increase the adrenaline of employees to continue to contribute to raising the institution. To support the improvement of human resources, UIN Sunan Ampel Surabaya also

provides a representative resource governance system. This is evidenced by the existence of administration schools, accreditation schools, and publication schools. According to Indah et. al (2021), they emphasize the importance of orchestration strategies in managing education business platforms. The main focus is on strategy customization, efficient resource management, and improving the quality of education services to ensure success and relevance in the digital era.

To achieve World Class University, international recognition is very important. UIN Sunan Ampel Surabaya integrates three pillars, namely a teaching unit, a research unit, and a business unit. These three pillars must go hand in hand; they must not be separate or stand-alone. In addition, a publication mall was also established, which aims to assist students and lecturers to produce scientific works that are ready to publish. With proper and comprehensive provision, smart governance can be realized. With the activeness of the human resources owned and proper governance, it is expected to run linearly to help the institution achieve World Class University.

Discussion

The implementation of resource orchestration in state Islamic religious universities (PTKIN) is essential to improving global competitiveness. According to Amrozi et. al (2023) the consolidation process is one of the processes in resource orchestration that can be interpreted as a coordination process that is used as a strategy for sharing ideas of all parties involved to ensure cooperation and commitment in defining and implementing the vision of the organization openly. By managing resources efficiently and effectively, PTKIN can ensure labor, technology, and infrastructure are optimally used to achieve academic and religious goals. This strategy helps PTKIN respond to changes in the external environment, such as technological developments and labor market demands, so that it remains relevant and excels in international higher education competition (Sari et. al, 2016).

Applying the principles of resource orchestration, as discussed by Chirico (2011), to Islamic higher education in Indonesia can significantly enhance innovation and performance. By fostering an entrepreneurial orientation, encouraging generational involvement, and implementing a participative strategy, Islamic universities can better manage their resources to achieve educational goals aligned with Islamic values and contemporary needs. This approach supports PTKIN's transformation to World Class University (WCU) status by improving research and education quality, integrating physical and digital facilities, and increasing international cooperation. These improvements enhance the reputation and accreditation of study programs and attract quality students and academics globally. Additionally, resource orchestration allows PTKIN to internalize Islamic values in resource management, ensuring efficiency, effectiveness,

and adherence to principles like justice, transparency, and sustainability. Frederik H. (2023) highlights the critical role of leaders in resource orchestration within higher education. Effective resource management by program directors leads to improved program performance, enhanced student learning outcomes, and greater institutional success. The paper emphasizes the importance of strategic allocation, stakeholder engagement, and innovation in resource orchestration practices. Successful implementation enhances overall organizational performance and ensures PTKIN's religious and academic missions are achieved ethically and responsibly.

This research finds common ground with several previous studies that highlight the importance of resource orchestration in improving organizational performance. For example, research by Sirmon et al. (2011) emphasizes the importance of coordinated resource management in achieving competitive advantage. The results of this study show that the implementation of resource orchestration at UIN is in line with the theory proposed by Sirmon et al., particularly in terms of integrating resources and creating dynamic capabilities. While there are similarities in the basic principles of resource orchestration, this study also identified some significant differences in the approach and implementation at UIN compared to other higher education institutions. These differences reflect the need to integrate Islamic values in every aspect of resource management at UIN, which has not been widely discussed in previous literature.

CONCLUSION

In general, the implementation of resource Orchestration at UIN covers two main aspects: resource management and asset orchestration, in line with David Sirmon's concept. Resource management at UIN involves managing manpower, finance, and technology with the aim of maximizing operational efficiency and academic effectiveness. UIN leaders focus on developing the competence of staff and lecturers, transparency in financial management, and utilization of information technology to support teaching and learning and administrative processes.

Asset orchestration at UIN involves integrating physical facilities such as laboratories and libraries with digital resources and the latest technology. In addition, strengthening collaboration with other institutions, both at home and abroad, is done to enrich academic resources and improve the quality of research. From the rectors' explanations and field observations, the implementation of resource orchestration at UIN shows that with the right strategy, UIN is able to utilize existing resources to achieve academic and religious goals, increase global competitiveness, and achieve higher achievements. The important factor lies in the leadership ability of its leaders in resource orchestration.

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